

Agenda

Audit and Risk Management Committee

Tuesday 11 May 2021

Notice of Meeting

The next Audit and Risk Management Committee will take place in the Embleton Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on **Tuesday 11 May 2021** commencing at **6:00 pm**.

Yours sincerely



ANDREW BRIEN
CHIEF EXECUTIVE OFFICER

5 May 2021

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1 OFFICIAL OPENING

2 ACKNOWLEDGEMENT OF COUNTRY

In accordance with the City of Bayswater's Reflect Reconciliation Action Plan November 2019- November 2020, the Presiding Member will deliver the Acknowledgement of Country.

Noongar Language

Ngalla City of Bayswater kaatanginy baalapa Noongar Boodja baaranginy, Whadjuk moort Noongar moort, boordiar's koora koora, boordiar's ye yay ba boordiar's boordawyn wah.

English Language Interpretation

We acknowledge the Traditional Custodians of the Land, the Wadjuk people of the Noongar Nation, and pay our respects to Elders past, present and emerging.

3 ATTENDANCE

Members

Cr Lorna Clarke	Chairperson
Cr Dan Bull, Mayor	
Cr Giorgia Johnson	
Cr Stephanie Gray	
Cr Michelle Sutherland	
Mr Phillip Draber	External Member

Officers

Mr Andrew Brien	Chief Executive Officer
Ms Lorraine Driscoll	Director Corporate and Strategy
Ms Linnet Solomons	Manager Financial Services
Mr Darren Beltman	Manager Governance and Organisational Strategy
Ms Cassandra Flanigan	Executive Support/Research Officer
Ms Karen D'Cunha	PA/Director Corporate and Strategy

Observers

Press -
Public -

3.1 Apologies

Nil.

3.2 Approved Leave Of Absence

Nil.

4 DISCLOSURE OF INTEREST SUMMARY

In accordance with section 5.65 of the *Local Government Act 1995*:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

5 DELEGATED AUTHORITY BY COUNCIL

The Audit and Risk Management Committee has certain legislated powers and authority as outlined in the Terms of Reference, however no Delegated Authority has been provided by Council.

This meeting is open to the public.

6 TERMS OF REFERENCE

TERMS OF REFERENCE Audit and Risk Management Committee		
1.	Objectives	The primary objective of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City’s financial reporting, governance systems, risk management and internal control practices.
2.	Powers	<p>The Committee does not have executive powers or authority implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in the management processes or procedures.</p> <p>In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City’s functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the <i>Local Government Act 1995</i> (‘the Act’) as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the <i>Local Government (Audit) Regulations 1996</i> (‘the audit regulations’) and periodic reviews of the City’s financial management systems under Regulation 5 (2) of the Local Government (Financial Management) Regulations 1996 (‘the financial regulations’).</p> <p>The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</p>
3.	Membership	<p>The Committee will consist of five* Councillors including the chair, plus one external member.</p> <p>All Members shall have full voting rights. The tenure of Member to the Committee is in accordance with Section 5.11 of the Act and other Councillors are appointed as Deputy Members in accordance with Section 5.11A. The Chief Executive Officer and other employees are not members of the Committee.</p> <p>The Chief Executive Officer or his/her nominee is to be available together with the Director Corporate and Strategy or his/her nominee, to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required. The City shall provide such administrative support to the Committee as may be required from time to time.</p> <p><i>*minimum three required under legislation</i></p>

4.	Meetings	<p>The Committee shall meet at least quarterly**. Additional meetings shall be convened at the discretion of the Chair.</p> <p><i>**minimum annually under legislation</i></p>
5.	Order of Business	<p>The order of business for Committee meetings shall be, or as near thereto as practicable:</p> <ul style="list-style-type: none"> • Official Opening • Acknowledgment of Country • Attendance <ul style="list-style-type: none"> - Apologies - Approved Leave of Absence • Disclosure of Interest Summary • Delegated Authority by Council • Terms of Reference • Confirmation of Minutes • Presentations <ul style="list-style-type: none"> - Presentations - Deputations • Reports • Previous Matters Dealt with Not on the Agenda • General Business • Confidential Items • Next Meeting • Closure
	Duties and Responsibilities (to be amended to 'Roles and Functions')	<p>The roles and functions of the Committee are to:</p> <ol style="list-style-type: none"> (a) Guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general. (b) Guide and assist the City in carrying out its functions under Part 7 of the Act which covers the essential requirements for appointment of auditors and conducting audits, and in particular, oversee implementation of any action under section 7.12 of the Act which covers financial audits, supplementary audits and performance audits by the Auditor General. (c) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit regulations or regulation 5 (2) of the financial management regulations, and review reports provided to the Committee by the CEO under regulation 17 (3) of the audit regulations and refer the results of its review to Council; (d) Support the City's auditors (both external and internal) when conducting an audit or carrying out other duties under the Act and associated regulations; (e) Perform any other function conferred on the Committee by these regulations or another written law. (f) In addition to the above functions, the Committee also has the following responsibilities: <ul style="list-style-type: none"> • To review the scope of the Internal Audit plans and to consider their effectiveness; • Receive progress reports on the City's Integrated Planning and Reporting Framework (IPRF) documents including the Strategic Community Plan, Corporate Business Plan, Workforce Plan, Asset Management Plans and the Long-Term Financial Plan.

		<ul style="list-style-type: none"> • Consider recommendations for practice improvement as may be made from time to time through the City’s Internal Audit process. • Support the implementation of a risk management culture. Consider reports at least annually on the City’s Risk Management Framework.
	Location	City of Bayswater Civic Centre
	Liaison Officer	Director Corporate and Strategy or nominated officer.

7 CONFIRMATION OF MINUTES

7.1 Audit And Risk Management Committee Meeting

The Minutes of the Audit and Risk Management Committee meeting held on 9 February 2021 which have been distributed, be confirmed as a true and correct record.

8 REPORTS

8.1 COVID-19 Risk Update

Responsible Branch:	Corporate & Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	Nil

SUMMARY

The onset of the COVID-19 Pandemic has presented a number of risks to the organisation's service delivery capacity. The ongoing nature of the Pandemic makes it critical for the City to ensure that it has appropriate measures in place to effectively deal with the associated issues as they arise. This report provides an update to Council of response actions to date and the further actions proposed to ensure the City's response readiness.

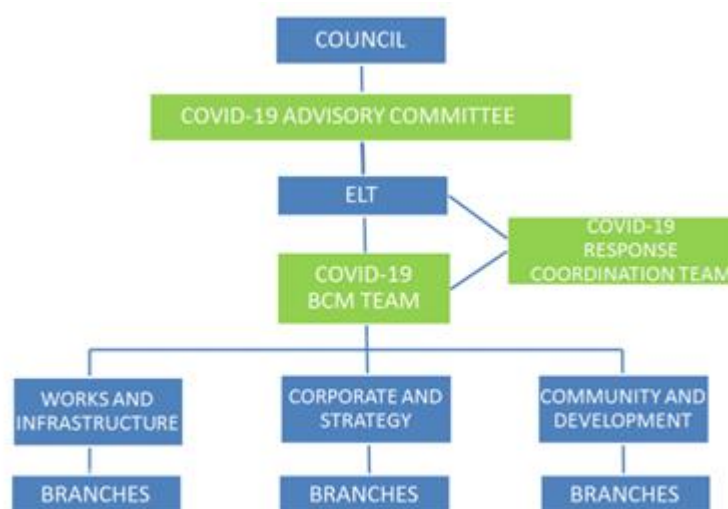
OFFICER'S RECOMMENDATION

That Council notes the update on the organisational response to the COVID-19 Pandemic.

BACKGROUND

Since WA's first lockdown period in March/April 2020, the City's response to COVID-19 has been positive and progressive. Focused on community wellbeing in the immediate term, the City acted quickly on public health advice to close its facilities and moved its services online; it developed the 'Buy in Baysie' program to support local businesses, implemented the Financial Hardship Policy and kept in touch with more than 800 vulnerable community members, among other initiatives.

Being able to respond to rapidly developing situations was seen as a key to meeting the challenges of the Pandemic and one of the first actions implemented by the City was to set up a structure that diverted resources to areas of need and ensured clear lines of accountability. The following structure was adopted;



This interim structure ensured that the relevant staff were focussed on the necessary tasks to ensure rapid and appropriate responses and via the formation of the COVID-19 Advisory Committee there was a strong link to Council and an avenue for timely decision making.

With an appropriate structure in place, it was then important to ensure that the necessary operational procedures were established to ensure operational activities could be undertaken as efficiently as possible under the ever-changing work environment, whilst still meeting legislative requirements. To this end COVID-19 Interim Management Practices (IMP's) were developed to provide guidance to City employees on practices which had been affected by COVID restrictions. The intent of the IMP's was to provide a mechanism to advise staff of procedural changes in a timely manner as particular issues arose.

The following IMP's were introduced:

- Accounts Payable – Submitting Accounts for Payment
- Flexible Work Arrangements – Libraries
- Issues Pro Forma
- Procurement
- Registration of Records from Electronic Meeting and Messaging Forums
- Remote Access to the City's IS Systems
- Mail
- Cleaning of Meeting Rooms
- Preparation, Handling and Distribution of Food
- Promotional Support
- Responding to COVID-19 Related Enquiries

In addition to ensuring an appropriate structure and processes a key focus was our people. Providing mechanisms and support to staff to enable them to continue providing services to the community was essential.

A key component of the City's response was the ability for a large proportion of the City's office-based workforce to work from home. The timely roll out of equipment and procedures was a critical element. The City's IS staff were able to deploy large amounts of equipment and implement new systems at short notice.

The implementation of the Microsoft Teams and Zoom platforms were also key elements in ensuring that staff contact and stakeholder meetings were able to continue during periods of lockdown.

Redeployment of staff that had their normal work activities impacted (by facility closures, for example) was another key element of the City's response.

Approximately 50% of staff affected by the closedown elected to be redeployed to another role within the City. Out of approximately 280 casual staff across the organisation, about 90 were redeployed to newly-created and existing teams.

Redeployed staff made a substantive difference to existing teams, improving their ability to fast-track maintenance and infrastructure projects, assist with critical administration functions and ease the burden on teams who faced increased pressure.

The Community Care team was formed as a result of the temporary closure of the City's two community centres. This team comprised redeployed staff making 4,000 phone calls, maintaining contact with 850 older adults and putting them in touch with support services.

Redeployments helped maintain staff morale through challenging circumstances and strengthened connections between teams and among branches. The initiative also gave staff the opportunity to experience working in new areas and gain additional skills and knowledge.

EXTERNAL CONSULTATION

Throughout the City's response there has been strong liaison with the State Government and the relevant agencies that were responsible for the legislation associated with the Pandemic.

There have also been considerable efforts to keep the community informed via initiatives such as the formation of the Community Care team.

OFFICER'S COMMENTS

Whilst it is considered that the organisation responded extremely well to the challenges presented by the Pandemic, there is always scope for improvement and to this end the City's Pandemic response was reviewed under a number of lenses.

Firstly a staff survey was undertaken to gauge how staff were feeling in response to COVID-19, how that translated to their work at the time and how they felt about the organisation as a whole.

Staff sentiment and experience through the 'lock down' period.

Respondents generally felt that they had the equipment and resources they needed to do their job well; however, issues for some staff included unreliable access to the City's network and problems sourcing supplies such as PPE and sanitizers. Staff generally agreed that the City recognised mental health as an important part of their health and wellbeing during lockdown, although some staff struggled with isolation from work peers, external stressors related to family and COVID-19, and juggling working from home with home schooling. The majority of staff who responded to the survey trusted the organisation leadership, and believed they were open, transparent and supportive.

Staff feelings around the City's response

In response to the question of what the organisation did well, job security, communication, provision of software for those who worked from home and hygiene practices featured highly.

Changes made by branches in response to COVID-19 highlighted the following:

For the outdoor workforce, redeployments and setting up bookings system for the pool and hydrotherapy areas worked well, although the bookings system did introduce conflict for centre staff to deal with. For those who worked from home most or all of the time, transition to online meetings, changes to work practices and resourcing worked well. However, contact with the community was a challenge, and training new staff on systems and dealing with space restrictions in the office could be improved. For staff who worked mostly from the Civic Centre or outstations, the introduction of cleaning and hygiene practices and quick responses to customer requests etc worked well. Adherence to new procedures around use of vehicles, monitoring capacity limits in City buildings and Civic Centre and improving the phone system were highlighted.

When asked to nominate the top 3 areas for improvement should working from home or changed work practices happen again, overall results showed that resourcing of and training in new hardware and software and training in new processes and procedures required the most improvement.

In addition to the staff survey one-on-one sessions were held with each Manager to further identify areas for improvement. Some of the findings from this process were:

Staff Matters

- There were challenges in ensuring employees in categories considered vulnerable to COVID remained safe.

Redeployment

- Whilst many of the redeployments were short term, it was identified that redeployments are more effective for longer periods of time (due to initial periods of learning).
- The redeployment plan was very time consuming to administer.
- Some branches weren't able to take advantage of the redeployee program if their work was too technical in nature.

Consistency

In future instances, more consistency in response actions across teams and individuals would be beneficial. Areas of inconsistency included:

- Office layout in terms of social distancing requirements.
- Availability of IT equipment
- Take up of various IT platforms.
- Scheduling of return to work across the organisation.
- Servicing of outstations.
- Variability in workloads.

New ways of working

- A number of processes were changed from paper-based to online with mixed results. While efficiency improvements were gained in some areas, other processes were made more cumbersome by the change.
- Some process changes or new processes were rolled out early due to COVID, however roll out was hampered due to COVID and the inability to train in-person.
- There was a level of disconnection for community engagement with some of the major projects, the team had to work a bit harder to get the engagement done and set up some communications differently.
- Meaningful engagement is difficult to undertake online, particularly with some cohorts such as youth.
- Online forms were created but those that weren't true online forms (editable PDF's) needed to be printed out.

Finally, the City had the opportunity to test its response and readiness via a Crisis Management exercise.

The City has had a Crisis Management Plan (CMP) in place since December 2019. The purpose of the CMP is to set out the principles to be followed, actions to be taken and resources to be used for supporting recovery and continuation of the City's priority services in the event of a crisis or prolonged disruption.

The CMP annual testing exercise was conducted on 25 November 2020 and focussed on reviewing the City's COVID-19 response and potential improvement areas. The review also included a desktop analysis by the consultant undertaking the exercise. The analysis included the following statement from the consultant;

“Evidence from the desktop review indicate that the Executive Leadership Team took timely actions in mid-March 2020 to evaluate the City’s preparedness to the potential impacts of a COVID-19 outbreak on services, operations and employee well-being. It was recognised that although the scope of the CMP and business continuity plans (BCPs) did not address pandemics specifically, the plans nonetheless provided a useful framework for the City to respond to the COVID-19 outbreak. Many of the actions taken were consistent with good business continuity practice. Recent experience with COVID-19 and the validation exercise have placed the City in a better state of preparedness to respond to a possible second wave of the pandemic.”

The consultant’s analysis also included a number of recommendations for the City to consider to improve future responses. These included creating a specific Pandemic plan, improving communications with staff and reviewing business continuity plans for each service area.

The City’s Organisational Management Team is now working through the feedback received from the above channels and will be developing an action plan to address the areas identified for improvement.

LEGISLATIVE COMPLIANCE

Throughout the Pandemic the City has had to comply with Directions issued under the *Emergency Management Act 2005 (WA)*

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Officer’s Recommendation	That Council notes the update on the organisational response to the COVID-19 Pandemic		
Risk Category	Adopted Risk Appetite		Risk Assessment Outcome
Strategic Direction	Moderate		Low
Reputation	Low		Low
Governance	Low		Low
Community and Stakeholder	Moderate		Low
Financial Management	Low		Low
Environmental Responsibility	Low		Low
Service Delivery	Low		Low
Organisational Health and Safety	Low		Low
Conclusion	Whilst the City has responded well to the COVID-19 Pandemic a critical analysis of the City’s response has identified areas for improvement and the City will now consider actions to affect the necessary improvements.		

FINANCIAL IMPLICATIONS

Apart from officer time there are no direct financial implications associated with this report. Any financial implications associated with any actions that may be identified during the preparation of an action plan will be subject to standard budget considerations.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.
- Outcome L2: Proactively communicates and consults.

Outcome L3: Strong stewardship and leadership.

CONCLUSION

The COVID-19 Pandemic has created considerable challenges on a global scale. It is considered that the City's response to the Pandemic at the local level has been measured and successful. Essential services have continued throughout and the City is in the midst of delivering a substantial budget with a focus on community and economic recovery.

The City is committed to continuous improvement and via a critical analysis of the City's performance via internal and external means areas for improvement have been identified and will now be progressed.

8.2 Leave Liability Update

Responsible Branch:	People, Culture and Safety
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	Nil
Refer:	Item 8.3: ARMC 09.02.2021 Item 10.6.3.3: OCM 23.02.2021

SUMMARY

This report is provided to Council for the purpose of providing an update on the City's leave liability, taking into account the ongoing impacts of the COVID-19 pandemic.

OFFICER'S RECOMMENDATION

That Council notes this report providing an update on the City's management of leave liability.

BACKGROUND

A report was provided to the 9 February 2021 Audit and Risk Management Committee (the Committee), that was subsequently noted by Council at the Ordinary Council Meeting on 23 February 2021.

This report covered the following topics:

- Background was provided on the City's historical performance in this area
- Controls for leave liability were outlined; and
- Current leave liability balances were outlined.

The above report outlined the City's leave liability for both annual leave and long service leave as at September 2020. Information provided indicated a gradual increase in both annual and long service leave liability since the onset of the COVID-19 Pandemic. The report also indicated that the City had strong policy, systems and reporting in place in order to manage the current liability and limit its growth into the future.

During the February 2021 Committee Meeting, a commitment was made to bring an update report to the next Committee Meeting, as the future report would include a further liability update to include the Christmas period.

EXTERNAL CONSULTATION

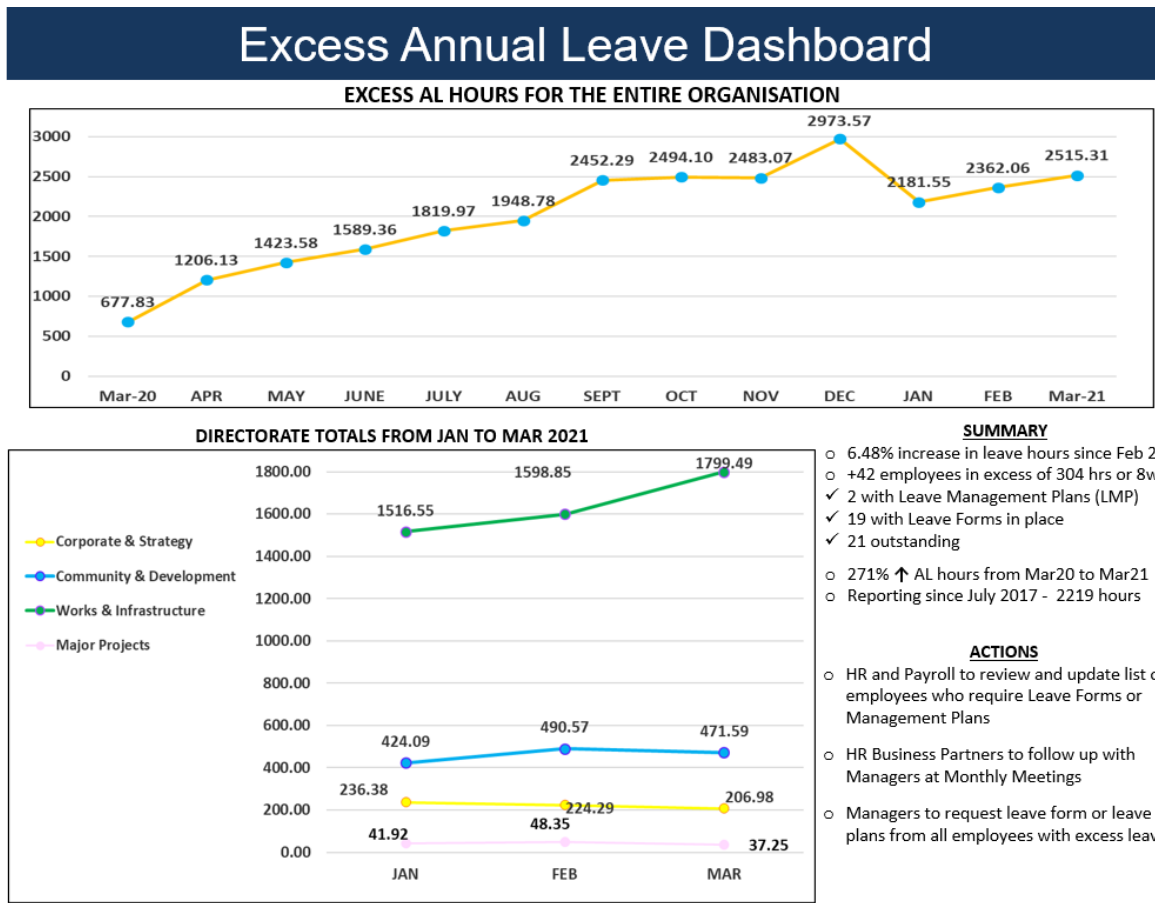
No consultation has yet occurred with the public or other agencies on this matter.

OFFICER'S COMMENTS

It is recognised that travel restrictions as a result of the COVID-19 pandemic are resulting in some people postponing annual leave and long service leave. This is not unique to the City of Bayswater and is evident in organisations throughout Australia.

WA Government in particular has been strict with their border control measures which has a deterring effect on employees venturing interstate. Media publicising travel within WA to tourist destinations being at capacity has also been discouraging employees from wanting to take leave.

A report is provided to the Executive Leadership Team on a regular basis providing an update on excess annual leave liability. The most recent dashboard from March 2021 is provided below:



Annual Leave

If an employee has more than eight weeks of accrued annual leave, the line leader must agree to implement a leave plan to reduce excess credits to a maximum of six weeks within a six month period. This aligns with Clause 23 in the *Local Government Industry Award 2020*.

As illustrated above there has been a steady increase in excess leave since the pandemic was declared in March 2020. As predicted, employees did take leave over the Christmas period resulting in a decrease in hours, however there has been a gradual rise since then.

Long Service Leave

The City requests employees take their long service leave within 12 months of the entitlement maturing. If an employee wishes to defer this leave, approval needs to be supported by the Manager and Director and granted by the CEO.

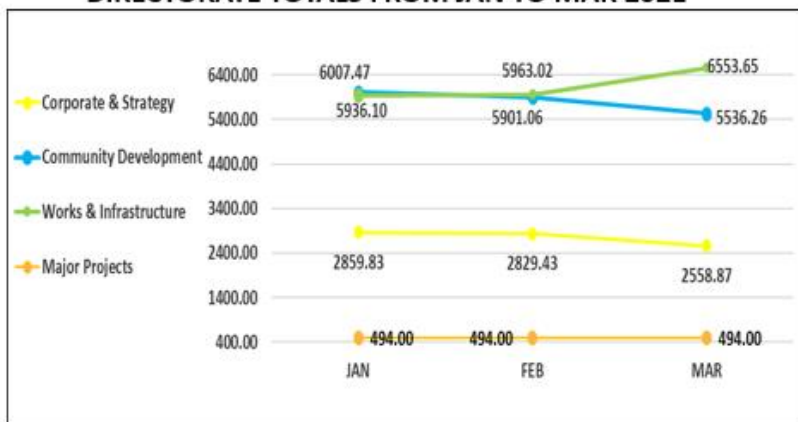
The dashboard below indicates the most recent information provided to the Executive Leadership Team with regard to excess long service leave:

Long Service Leave Dashboard

TOTAL LSL HOURS FOR THE ENTIRE ORGANISATION



DIRECTORATE TOTALS FROM JAN TO MAR 2021



SUMMARY

- o 15143 ↑ hours of LSL accrued (at 10 years)
- o 59 Employees eligible to take LSL (10 years)
- o 29 Employees out of the 59 have LSL overdue
11 have LMPs in place and 7 have LFs submitted

ACTIONS

- o HRBP's to initiate conversation with Managers around employees who are due 10 year mark
- o Managers to request leave forms or leave plans from all employees overdue for LSL.
- o Payroll Officer to reduce small amounts of LSL where possible by paying LSL when Annual Leave is submitted.

Long Service leave remains quite steady and as shown above, most directorates appear to be on the decline, with the exception of Works and Infrastructure.

ELT and Managers will continue to be provided with updates on a regular basis encouraging them to follow up with their line leaders to action.

Managers will also have excess leave highlighted to them as part of their monthly People, Culture and Safety Meetings ensuring line leaders have conversations with those employees with excess leave. This will ascertain when the staff member intends to take leave in the future and obtain appropriate paperwork, either a leave form or leave management plan to demonstrate this commitment.

LEGISLATIVE COMPLIANCE

- *Fair Work Act 2009*
- *National Employment Standards*
- *Long Service Leave Act 1958*
- *Local Government (Long Service Leave) Regulations*
- *Local Government Act 1995*
- *Local Government Industry Award 2020*
- *City of Bayswater Enterprise Agreement (Inside Workforce)*

- City of Bayswater Enterprise Agreement (Outside Workforce)

RISK ASSESSMENT

In accordance with the City's Risk Management Framework, the officer's recommendation has been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

Officer's Recommendation	That Council notes this report providing an update on the City's management of leave liability.		
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	
Organisational Health and Safety	Low	Low	
Conclusion	This report is being provided for assurance purposes regarding management of the City's leave liability.		

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance
 Aspiration: Open, accountable and responsive service.
 Outcome L3: Strong stewardship and leadership.

CONCLUSION

Our focus remains on employee health and well-being as we continue to experience the effects of the COVID-19 Pandemic.

The City encourages staff to take leave as a way to relax and recoup, spending some quality time with loved ones to maintain a healthy work life balance. A number of different communication channels are being used to convey this message including the CEO Update, Branch meetings, Outside workforce group meetings, EAP promotional materials and an internal newsletter.

Overall, the City is managing leave liability well, which is limiting the growth of excess annual leave to a reasonable level.

8.3 Debtors Write-Off

Responsible Branch:	Financial Services
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Legislative
Voting Requirement:	Simple Majority Required
Attachments:	1. CONFIDENTIAL REDACTED - Infringement Debtors List - for Debts Under \$500.00 [8.3.1 - 1 page]

Confidential Attachment(s) - in accordance with Section 5.23(2)(b) of the Local Government Act 1995 - the personal affairs of any person.

SUMMARY

This report presents and notifies Council of a list of bad debts that have been written off under delegated authority in accordance with the Sundry Debt and Recovery Policy.

OFFICER'S RECOMMENDATION

That Council notes an amount of \$1,470.30 of bad debts as outlined in Attachment 1 and Rate penalty interest amount of \$291.89 as outlined in this report has been written off under delegated authority.

BACKGROUND

This report provides an overview of bad debts accrued and requiring write off under the Sundry Debt Collection and Recovery Policy.

Australian Accounting Standards and the provisions of the *Local Government Act 1995* and Financial Management Regulations require, inter alia, ongoing assessment of the likelihood that debts recognised in the organisation's accounts will be collected.

Sundry debtors are managed in accordance with the City's Sundry Debt Collection and Recovery Policy. While all reasonable efforts are made to recover aged debts, there are also some that, for practical purposes, require write off.

These can be monies due for user charges, infringements, fees and other services rendered, and the process for collection is dependent on the type of debt raised and the mechanisms available under various legislation for recovery. Section 6.12 (1) of the *Local Government Act 1995* allows for debts to be written off by Council, and the Sundry Debt and Recovery Policy gives delegated authority to the Chief Executive Officer to write off any uncollectable bad debts under \$500 per account, and advise Council accordingly.

Any amount in excess of \$500.00 requires approval from Council to write off.

EXTERNAL CONSULTATION

Not applicable.

OFFICER'S COMMENTSInfringement Debtors

The infringement write-off list (**Attachment 1**) refers to current infringements where either the City cannot acquire the offender's details from the Department of Transport or the Fines Enforcement Registry (FER) has advised that the debt is not recoverable or economical to enforce. The amount written off under Delegated Authority is \$1,470.30.

Rates Debtors

Rates debtors with an account balance that is \$5.00 or less are written off under Delegated Authority.

For the period 1 January 2021 to 31 March 2021, 281 properties had a small balance of penalty interest totalling \$291.89, which was written off under Delegated Authority.

There is no debt exceeding the Delegated Authority threshold that is required to be written off by Council during this reporting period.

LEGISLATIVE COMPLIANCE

The Sundry Debt Collection and Recovery Policy applies and section 6.12 (1) of *the Local Government Act 1995* states:

*"Subject to subsection (2) and any other written law, a local government may —
 ...(c) write off any amount of money, which is owed to the local government."*

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Officer’s Recommendation	That Council notes an amount of \$1,470.30 of bad debts as outlined in Attachments 1 and Rate penalty interest amount of \$291.89 as outlined in this report has been written off under delegated authority.		
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	
Organisational Health and Safety	Low	Low	
Conclusion	By writing off these debts, the outstanding debtors account will reflect amounts that are deemed recoverable.		

FINANCIAL IMPLICATIONS

Bad debts are reflected in the end-of-year operating result. The ongoing review of the City’s revenue collection and debt recovery practices is considered to be an important feature of risk management and strengthening corporate governance.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.

CONCLUSION

It is recommended that Council notes an amount of \$1,762.19 of bad debts has been written off under delegated authority.

8.4 Corporate Strategy Progress Reporting - May 2021

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Executive/Strategic Information Purposes
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. Renewable Energy and Emission Reduction Position and Action Statement Progress Report - May 2021 [8.4.1 - 4 pages] 2. Urban Forest Strategy Progress Report May 2021 [8.4.2 - 8 pages] 3. Collective Local Biodiversity Strategy Progress Report May 2021 [8.4.3 - 7 pages] 4. Waterwise Bayswater Progress Report May 2021 [8.4.4 - 12 pages]
Refer:	Item 10.2.2: OCM: 11.06.2019 Item 10.5.1.6 OCM: 23.06.2020 Item 10.5.2.3 OCM: 25.08.2020

SUMMARY

This report provides Council an annual progress update for the following strategies:

- Renewable Energy and Emission Reduction Position and Action Statement 2019
- Urban Forest Strategy 2017-2025
- Collective Local Biodiversity Strategy 2008
- Waterwise Bayswater 2020 to 2030.

OFFICER'S RECOMMENDATION

That Council notes the progress reports as of May 2021 for the:

1. **Renewable Energy and Emission Reduction Position and Action Statement 2019**
2. **Urban Forest Strategy 2017-2025**
3. **Collective Local Biodiversity Strategy 2008**
4. **Waterwise Bayswater 2020-2030.**

BACKGROUND

In 2019 Council adopted the Corporate Business Plan 2019-2023, which included a new action:

"L3.1.3 Provide an annual report on the implementation of approved strategies."

Progress reporting commenced in February 2020. Reports are provided to Council through the Audit and Risk Management Committee (ARMC). The City maintains a large and diverse range of strategies, so the reports are distributed across the scheduled ARMC meetings each year.

The reporting schedule for the calendar year 2021 is outlined in **Table 1**. Newly endorsed strategies and plans are added to the schedule as appropriate.

Table 1 – Progress Reporting Schedule for calendar year 2021

February 2021	May 2021	August 2021	November 2021
Town Centre Activation Plans (Bayswater, Maylands, Morley, Noranda) Local Housing Strategy Morley Activity Centre Plan	Renewable Energy and Emission Reduction Position and Action Statement Urban Forest Strategy Collective Local Biodiversity Strategy Waterwise Bayswater 2020-2030	Play Space Strategy 2019-2029 Public Health and Wellbeing Plan 2019-2024 Economic/Business Framework Car Parking Management Plan for Morley Activity Centre Maylands Town Centre Parking Strategy Land Acquisition and Disposal Strategy	Age Friendly Strategy 2017-2021 Youth Action Plan - The Platform 2019-2021 Cultural Plan 2019-2024 Community Safety and Crime Prevention Plan 2017-2021 CCTV Strategy 2018-2028

The format of progress reports for the calendar year 2020 appeared to be clear and inclusive of necessary information for the ARMC and Council. Minor improvements have been made to the process and report format with a focus on continuous improvement.

EXTERNAL CONSULTATION

No external consultation has taken place in relation to this report.

OFFICER'S COMMENTS

This report and its attachments provide an annual progress update for the following strategies:

- Renewable Energy and Emission Reduction Position and Action Statement 2019
- Urban Forest Strategy 2017-2025
- Collective Local Biodiversity Strategy 2008
- Waterwise Bayswater 2020-2030.

The report provides general information about each strategy and key achievements from the past year. **Attachments 1-4** provide more information, including progress on specific actions and priorities going forwards.

Table 2 – Summary of strategies being reported this quarter

Strategy	Adopted	Last review	Next review	Status	Attachment reference
Renewable Energy and Emission Reduction Position and Action Statement	2019	Yet to be reviewed	N/A ¹	In progress	<u>Attachment 1</u>
Urban Forest Strategy	2017	Yet to be reviewed	N/A ²	In progress	<u>Attachment 2</u>
Collective Local Biodiversity Strategy	2008	Yet to be reviewed	N/A ³	In progress	<u>Attachment 3</u>
Waterwise Bayswater	2020	Yet to be reviewed	N/A	In progress	<u>Attachment 4</u>

¹ Will be superseded by the Emission Reduction and Renewable Energy Plan.

² A high level review is being undertaken in response to a notice of motion.

³ Likely will be superseded by the Environment and Liveability Framework.

Renewable Energy and Emission Reduction Position and Action Statement 2019

The City is leading the charge by participating in a range of initiatives aimed at reducing carbon emissions, energy and water use, and encouraging the community to do the same. The Renewable Energy and Emission Reduction Position and Action Statement (REER PAAS) adopted in 2019 was developed to provide timely and responsive actions to environmental issues that affect our community.

This action statement is a commitment that has set the following targets:

- A corporate renewable energy target of 100% by 2030
- A corporate greenhouse gas emissions reduction target of 100% by 2040.

Progress towards these targets is ongoing. Select achievements from the past year are outlined in **Table 3** and updates for individual actions are provided in **Attachment 1**. The priority moving forward is completion of the Emission Reduction and Renewable Energy (ERRE) Plan, which is expected to be presented to Council before the end of the current financial year. The ERRE Plan will provide guidance and budget implications to plans and projects for the next 10-20 years for achievement of the City’s targets.

Table 3 – REER PAAS achievements of note since last progress report

Action	Status	Comments
Installation of 60kw of solar panels	Complete	A further 100kW of solar panels has been installed across five community buildings. Quotes are being obtained for installation of an additional 100kW of capacity.
Conduct an energy audit for high emitting council buildings and implement the report recommendations	In progress	All energy audits have been completed and the consultant is currently finalising reports for each building. Once final, these reports will provide recommendations and budget implications of initiatives to further improve efficiency of the facilities.
Develop a fully costed Emissions Reduction and Renewable Energy (ERRE) plan to achieve 100% renewable energy by 2030 and zero-net emission by 2040.	In progress	A second draft has been received from the consultant after one-on-one meetings with internal stakeholders.
Upgrade the City’s procurement policy and vehicle fleet policy to aid in reaching the targets	In progress	A draft Sustainable Procurement management practice has been sent to the Procurement team for review. Work is also being undertaken to progressively change the City’s passenger fleet to all Hybrid vehicles and annually a full-electric vehicle is added to the City’s pool of vehicles.

Urban Forest Strategy

Council adopted the Urban Forest Strategy on 19 July 2017. The document identifies objectives, actions and principles to guide the planning for the advancement and management of the City of

Bayswater's Urban Forest. This includes the aspirational target of 20% tree canopy coverage by the year 2025 through street, park and natural area plantings.

Of the 26 actions identified in the strategy, 10 are complete, 14 are in progress and 2 have not yet started. Select achievements from the past year are outlined in **Table 4** and updates for individual actions are provided in **Attachment 2**.

In the last planting season, the City planted 1,500 street trees and 50,000 tubestock native plants, which included many trees. Some of this was distributed across 15 community planting events, as well as one with City staff at Nora Hughes Park. The City is also awaiting the results of a LiDaR (Light Detection and Ranging) canopy mapping survey undertaken in February 2021 on the current status of canopy coverage.

In spite of the above achievements, due to continued loss of canopy on private property and large canopy loss due to key infrastructure projects, the achievement of the aspirational target appears at risk. In light of this and progress to date, if Council remains committed to achieving the aspirational target, a significant review of the strategy and approach will be required.

Table 4 – Urban Forest Strategy achievements of note since last progress report

Objective	Action	Status	Comments
Protection and retention of existing trees	Development of a Significant Trees registry for trees on private land	In progress	The City has developed a draft Significant Tree Register Policy and Associated Guidelines, which were presented to the Policy Development and Review Committee 27 January 2021. Comments from the Committee are currently being addressed before the documents are returned to the Committee in April.
Increasing tree canopy coverage	Develop, fund and implement an aspirational tree planting program to increase the canopy coverage from 13.2% to 20% over an eight year period	In progress	The City is working with the Australian Urban Design Research Centre (AUDRC) on stage 2 of its evidence based implementation plan to help achieve its aspirational target of 20%.
Informing and consulting with the community	Establish health and wellbeing indicators to benchmark the function that the urban forest plays.	In progress	Currently under development as part of AUDRC Urban Forest Project.
	Partner with traditional owners to develop programs that increase awareness of the cultural significance of the land in which we reside	In progress	The City has recently created informational videos with Balladong, Wadjuk Nyungar Representative Barry McGuire and Kangeang/Bibblemun woman Belinda Cox. These videos will not only strengthen the community's understanding of the importance of connection with our natural areas and the cultural significance of sites within

		the City, but it has also increased staff awareness helping to put this knowledge into practice.
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Collective Local Biodiversity Strategy 2008

Council adopted the Collective Local Biodiversity Strategy (CLBS) in 2008. The EMRC, City of Bayswater, City of Belmont and Town of Bassendean developed the strategy collaboratively. The focus of the CLBS is the protection and effective management of natural areas directly managed by the three local governments. The collective approach enables the consideration of ecological linkages within a broad landscape beyond municipal boundaries.

Actions and strategies within the CLBS link directly to City’s draft Environment and Liveability Framework (ELF). Although the ELF is under development, the framework will sit above the CLBS in its hierarchy and influence strategies and actions across multiple disciplines/branches. There are considerable crossovers between the current CLBS and the under-development ELF, in the themes of biodiversity, natural areas, bushland and wetlands, climate change adaptation and river foreshore. For these reasons, it is important to develop the ELF before considering reviewing the CLBS.

Following the annual report on the CLBS in 2020, the City made enquiries with partner Council’s to gather insight into whether the City’s intent for the ELF would impact on their review intentions for the CLBS. It was found that no partnering Councils currently had reviews scheduled for the CLBS so no impact would be felt.

Of the 30 actions identified in the strategy, 10 are complete. A further 12 are in progress and 8 are on hold. All incomplete actions are being considered in the development of the ELF. Updates for individual actions are provided in **Attachment 3**.

Waterwise Bayswater 2020-2030

Waterwise Bayswater 2020 to 2030 (WB) identifies key short and long-term strategies and actions to be implemented, in collaboration with key stakeholders to achieve a waterwise Bayswater. Security of water supply will be a key risk to the City in future years. The plan provides an update to the Bayswater Brook Action Plan and builds on actions undertaken by the City in partnership with key stakeholders to date.

The plan is consistent with the intent of the State Government’s Waterwise Perth Action Plan (2019) and provides a framework for ongoing collaboration within and between organisations, optimising the delivery of shared values, objectives and outcomes. WB complements the implementation of the City’s draft Environment and Liveability Framework. It provides detail and guidance in the management of the water cycle and creation of a Waterwise City.

Council adopted WB in April 2020. This is the first progress report to be provided to Council. **Attachment 4** provides progress comments for all actions.

LEGISLATIVE COMPLIANCE

Not applicable.

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Officer’s Recommendation	That Council notes the progress reports as of May 2021 for the:
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	<ol style="list-style-type: none"> 1. Renewable Energy and Emission Reduction Position and Action Statement 2019 2. Urban Forest Strategy 2017-2025 3. Collective Local Biodiversity Strategy 2008 4. Waterwise Bayswater 2020-2030. 	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Noting progress towards strategies will assist Council in future decision making. Not only does this manage risk to the organisation, it will assist in reducing risk by keeping Council informed of progress.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance

Aspiration: Open, accountable and responsive service.

Outcome L1: Accountable and good governance.

CONCLUSION

This report and its attachments are submitted to Council to provide an annual update on a number of Council endorsed strategies, in accordance with the City's Corporate Business Plan 2019-2023, Action L3.1.1. Provide an annual report on the implementation of approved strategies. Other active City strategies will be reported on as per the above schedule, ensuring all Council adopted strategies are reported on at least once annually.

Renewable Energy and Emission Reduction Position and Action Statement Progress Report - May 2021

Purpose and background

The Renewable Energy and Emission Reduction Position and Action Statement (REER PAAS) was developed to provide timely and responsive actions over the immediate and longer term to emerging environmental issues. The REER PAAS was adopted by Council at the OCM 20 August 2019 and sets targets for corporate renewable energy use and corporate greenhouse emission reduction. It also sets out a three-stage process of how the targets will be achieved:

- Stage 1: Development of the City's emission profile by monitoring and reporting on emissions from electric/gas, street lighting and the City's vehicle fleet and engineering plant. This includes the adoption of interim emission reduction and renewable energy targets to be able to track progress in the coming years.*
- Stage 2: Preparation of a corporate Emission Reduction and Renewable Energy (ERRE) plan outlining possible actions to be undertaken by the City to achieve the targets.*
- Stage 3: Implementing, monitoring and reporting on the City's actions undertaken, emission reductions, cost savings achieved and progress towards the emission reduction and renewable energy targets.*

An annual progress report is provided for Council and the community via the quarterly Audit and Risk Management Committee, the last being presented to the Audit and Risk Management Committee on 12 May 2020, Item 8.6. This is the second scheduled annual progress report.

Vision

The REER PAAS vision is:

- A corporate renewable energy target of 100% by 2030
- A corporate greenhouse gas emissions reduction target of 100% by 2040.

Key achievements

Since the last annual progress report in June 2020, the City has achieved the following in line with the REER PAAS:

- Further improved the accuracy of its emission profile which will form the basis for annual reporting towards achievement of the City's targets
- Installed total of 100kW solar PV panels across five community buildings
- Engaged a consultant to develop the ERRE Plan. The consultant has submitted a second draft version after one-on-one stakeholder meetings with internal stakeholders
- Completed and reviewed the first draft of the 13 energy audits
- Become a member of the WALGA Energy Steering Committee to progress a power purchase agreement for renewable energy

Table 1 below provides individual updates on each REER PAAS action item.

COVID-19 implications

The energy audits had to be postponed due to COVID-19. This has pushed the timeline for completion of this project back by 4 months.

Priorities going forward

The main priority moving forward is completion of the ERRE Plan and seeking endorsement from Council. If Council endorses the plan it will provide guidance and budget implications to plans and projects for the next 10-20 years for achievement of the City's targets.

Table 1: REER PAAS actions to be delivered through City projects and policy

Action	Expected completion	Status	Progress comments
1. Installation of 60kw of solar panels	December 2019	Complete	A further 100 kW of solar panels has been installed across five community buildings as of December 2020.
2. Develop an emission profile for the City based on all buildings and assets the City has operational control over	June 2021	In progress	This is 90% complete. The Financial Services branch is crosschecking all accounts to further improve accuracy to 100%.
3. Conduct an energy audit for high emitting council buildings and implement the report recommendations	April 2021	In progress	All energy audits have been completed. The consultant has provided a draft report for each building. This has been internally reviewed and sent back with further comments. The consultant is currently finalising the reports. Once final, these reports will provide recommendations and budget implications -including their 'Return on Investment' - of initiatives to further improve efficiency of the facilities.
4. Develop a fully costed Emissions Reduction and Renewable Energy (ERRE) plan to achieve 100% renewable energy by 2030 and zero-net emission by 2040.	April 2021	In progress	The consultant has submitted a second draft version after one-on-one stakeholder meetings with internal stakeholders.
5. Develop a 'Carbon Neutral Buildings Policy' for all future City buildings or building upgrades/ renovations or major Council projects	FY2022/23	In progress	Currently operational priorities have prevented this piece of work from being undertaken. The ERRE plan will prioritise required actions to achieve Council objectives.

Action	Expected completion	Status	Progress comments
6. Upgrade the City's procurement policy and vehicle fleet policy to aid in reaching the targets	FY2021/22	On Track	<p>A draft Sustainable Procurement management practice has been sent to the Procurement team for review.</p> <p>Although not captured in a formal policy, work is being undertaken to progressively change the City's passenger fleet to all Hybrid vehicles and annually a full-electric vehicle is added to the City's pool of vehicles.</p>

Urban Forest Strategy Progress Report - May 2021

Purpose and background

The Urban Forest Strategy (UFS) was developed to:

- Increase the City’s tree canopy coverage from 13.2% to 20% by 2025
- Protect and retain existing trees to halt any further reduction of the City’s tree canopy
- Increase tree species diversity
- Reduce significant tree canopy loss to achieve increased age diversity.

An annual progress report is provided for Council and the community via the quarterly Audit and Risk Management Committee (ARMC). The last being presented to the ARMC on 12 May 2020, Item 10.5.1.6. This is the second scheduled annual progress report.

Vision

The Urban Forest Strategy’s vision is to create a resilient urban forest that is both diverse and vigorous whilst improving the liveability values for the greater community for now and the future.

Implementation

The Urban Forest Strategy is a strategic document that puts forward objectives, actions and principles to guide the planning for the advancement and management of the City of Bayswater’s urban forest. This includes the aspirational target of 20% tree canopy coverage by the year 2025 through street, parks and natural area plantings.

The first canopy analysis was conducted in 2016 concluding tree canopy coverage in the City was 13.2%. In 2018, the City’s Asset and Mapping Services completed an analysis where canopy coverage was maximised citywide. The 2018 analysis provided the following results.

0.5m to 3m canopy coverage*	1.5%
3m to 8m canopy coverage	5.9%
8m to 15m canopy coverage	4.2%
15m plus canopy coverage	1.8%
TOTAL	13.4%

* Was excluded from total percentage of 2018 data.

The methodology used in 2018 will continue to be used going forward (i.e. excluding the 0.5 metres to 3 metres canopy coverage).

The City has conducted a high level review in response to a Notice of Motion by Cr Clark at the OCM 23 February 2021, and a report is currently being prepared for Council. The motion was that Council:

1. Request the Chief Executive Officer to provide a report to Council on options to double the number of trees planted annually in the City to enable consideration as part of the development of the 2021/22 budget;

2. Requests the Chief Executive Officer to prepare a report for Council to consider at its Ordinary Council Meeting in November 2021 on incentives that could be implemented to reduce clear-felling of trees on private land and incentives for maintaining tree canopy on private land in the City of Bayswater.

The City continues to ensure it plants street trees where possible. In the last planting season, the City planted 1,500 street trees and 50,000 tubestock native plants, which included many trees. The City also hosted 16 community planting days during the last planting season.

The City is currently awaiting the results of the LiDaR canopy mapping survey undertaken in February 2021. The results of this survey will provide latest data on status of urban canopy.

Table 1 below has individual updates on each UFS action item.

COVID-19 implications

Nil.

Priorities going forward

The City is developing an evidence based implementation plan as identified in the strategy. Currently, work is being undertaken in partnership with the Australian Urban Design Research Centre (AUDRC) to develop an effective strategy that will provide clear direction as to how and when the City is going to achieve its aspirational canopy target of 20%. This work will culminate in a strategy that is underpinned by research and data, and will be an effective platform to engage with the community, as well as gain their support and understanding around the City's plans to achieve its aspirational canopy target and the beneficial outcomes for residents from planning and maintaining a healthy urban forest.

The City is currently working with the AUDRC on stage 2 of its evidence based implementation plan to help achieve its aspirational target of 20%. Stage 2 consists of:

- A geospatial mapping exercise to determine the likely effects of infill development on the City's canopy coverage until 2031. This exercise involves an analysis of unsubdivided residential lots, their zoned residential density, and existing building stock
- Processing all of the urban forest scenarios in AUDRC's Planning Support System to evaluate the scenarios against indicators such as mental health, physical health, walkability and the regulation of extreme heat events.

Another priority moving forward is the development of an urban forest connecting Eric Singleton Bird Sanctuary, the Swan River and Carters Wetland. The creation of this 4 hectares urban forest forms part of a State Government commitment.

The City is also awaiting the results of the latest LiDaR canopy mapping exercise. This will provide the City with information on the City's current coverage and together with the information from the work with AUDRC, it will allow the City to plant trees where they are most needed and create the most benefit.

In spite of the above achievements, due to continued loss of canopy on private property and large canopy loss due to key infrastructure projects, the achievement of the aspirational target appears at risk. In light of this and progress to date, if Council remains committed to achieving the aspirational target, a significant review of the strategy and approach will be required.

Table 1: UFS Action Plan progress by action

The following table outlines the progress the City as a whole has made against each action. It should be noted that progress and comments against actions are to be considered holistically as progress towards the vision and intent of the strategy but not driven solely by it.

Objective	Action	Status	Progress comments
Protection and retention of existing trees	Development of a Significant Trees registry for trees on public land	Complete	The Register was established with the adoption of Guidelines for public land by resolution of the Community, Technical, Finance and Corporate Committee on 19 July 2017.
	Development of a Significant Trees registry for trees on private land	In progress	A scheme amendment was advertised for 62 days from 26 March 2020 to 25 May 2020. The City received a significant number of submissions requesting that a set of guidelines be developed to outline the process for including a private tree on the significant tree register. The City has developed a draft Significant Tree Register Policy and Associated Guidelines, which were presented to the Policy Development and Review Committee 27 January 2021. Comments from the Committee are currently being addressed before the documents are returned to the Committee in April. Once the guidelines have been adopted, the City will finalise the scheme amendment.
	Conduct routine tree health assessments to inform adaptive management practices	In progress	The City's tree assets are being progressively captured on GIS. 7,700 street trees in total have been captured so far.

Objective	Action	Status	Progress comments
	Review and develop tree protection guidelines and policies to manage requests for vegetation pruning for inappropriate reasons e.g. Additional access to private blocks; to gain or retain views	Complete	The Trees on Private Land and Street Verges Policy was adopted by Council on 18 June 2018. The Urban Tree Policy was adopted by Council on 9 April 2019.
	Develop practices which embed the planting and retention of trees as a high priority for all City public works.	Complete	The Landscaping Policy was adopted by Council on 23 July 2019. The Urban Tree Policy was adopted by Council on 9 April 2019.
	Develop a Management Practice to standardise the valuation of trees (e.g. Helliwell method) which enables the assessment of the economic, health and environmental contributions that trees make to the City	Complete	The Urban Tree Policy was adopted by Council on 9 April 2019.
	Review and consider potential policies and incentives available to encourage private landowners and developers to retain established trees and plant new trees	Complete	Trees on Private Land and Street Verges Policy was adopted by Council on 18 June 2018. The City has also adopted provisions on a precinct level to provide space and incentives for the retention of trees. These include in the draft Bayswater Town Centre Structure Plan and a scheme amendment introducing new development requirements into the Wider Meltham Precinct.
Increasing tree canopy coverage	Undertake spatial analysis to identify areas containing low canopy cover to direct future plantings	Complete	GIS has completed a spatial analysis identifying areas of low canopy cover in the City. Where possible, this information is used to prioritise areas for future planning. A LIDAR survey was undertaken in February 2021 to maintain accuracy of data.

Objective	Action	Status	Progress comments
	Ensure optimal planting conditions for new tree installations to maximise canopy growth, including sufficient ground space	Complete	The Urban Tree Policy was adopted by Council on 9 April 2019.
	Conduct routine tree health assessments and incorporate adaptive management	In progress	Annual inspection program includes trees around sporting grounds and City facilities, large verge trees with pre-existing issues and significant trees. A large number of reactive inspections which are generated by customer requests are undertaken annually. Remedial works identified during inspections are undertaken in accordance with the Urban Tree Policy.
	Develop procedures which identify the need to retain adequate spaces for tree installation in municipal work projects.	Complete	The Urban Tree Policy was adopted by Council on 9 April 2019.
	Develop, fund and implement an aspirational tree planting program to increase the canopy coverage from 13.2% to 20% over an eight year period. This plan will include: <ul style="list-style-type: none"> • Parks and streetscape plans • Town centre plans that include tree installation, specifying species & location • Incorporating the biodiversity corridors • Natural area & green space restoration plans. 	In progress	On average the City is planting approximately 1500 street and park trees per annum. The City is working with the Australian Urban Design Research Centre (AUDRC) on stage 2 of its evidence based implementation plan to help achieve its aspirational target of 20%. The City has also applied for the WALGA Urban Forest Grant. If successful it will assist in increasing tree canopy on high profile streets in Morley Town Centre including Russell Street Subject to funding availability the City is investigating a pilot program to plant trees in City controlled drainage reserves as a low-cost planting option.

Objective	Action	Status	Progress comments
Increasing tree species diversity	Review and develop recommended tree species lists most suitable for use in: <ul style="list-style-type: none"> • parks and streetscapes; • town centres; and • private land holdings (detailing benefits provided by individual species) 	In progress	Lists of approved tree species are now available to guide species selection for Parks and Streetscape scenarios.
	Monitor and identify existing and new tree species that perform well within the urban forest to inform future planting programs <ul style="list-style-type: none"> • providing amenity outcomes • providing biodiversity outcomes 	In progress	Performance of the urban forest tree species is continually monitored to ensure the approved tree species lists remain relevant. This year the City has also undertaken the collection of viable seed from significant and isolated remnant trees within the City. These tree species include endemic species such as Pricklybark/Coastal Blackbutt, Marri, Jarrah and various Banksia. The seed that is collected will be propagated to produce local provenance tubestock for planting within the City's parks and reserves. The WALGA Urban Forest Grant that has been applied for the proposes of the installation of endemic tree species not included on the approved street tree species list to trial their viability in urban streetscape settings.
	Conduct a tree audit of all public trees including species, age and health	In progress	The City's tree assets are being progressively captured on GIS.
	Establish a standard for the percentage of any one family, genera and species that can be utilised in City's overall planting program.	In progress	The data that is being collected for the City's existing trees will inform tree species selection and master planning into the future.
Achieving age diversity of trees	Undertake assessment of individual tree age and life expectancy (ULE)	In progress	The City's tree assets are being progressively captured on GIS.

Objective	Action	Status	Progress comments
	Develop a Post Mature Tree Replacement Program	In progress	The data that is currently being collected will inform the decision to activate this program.
	Develop a community program assisting residents to plan for the succession of established trees on private property	Not started	Planned for the 2022/23 financial year.
Informing and consulting with the community	Continued community engagement to facilitate community input into future greening projects	Complete	The City continues to work closely with Friends groups on various greening projects, as well as helping groups to develop grant applications. Approximately 20,000 plants were planted through community planting days during the 2020 planting season. The City aims to plant 30,000 plants through plantings days during the 2021 planting season. The Our Park project, a Green Australia project supported by LotteryWest, is also underway. It focuses on creating green infrastructure and education in the community through updating parks and delivering workshops for the community.
	Foster further research into urban forestry	In progress	Attendance at WALGA Tree working group, partnership with AUDCR, Partnership with greening Australia.
	Work with neighbouring Councils to enhance the urban forest in the greater Perth Metropolitan area	In progress	Attendance at WALGA Tree working group.
	Establish health and wellbeing indicators to benchmark the function that the urban forest plays.	In progress	Currently under development as part of AUDRC Urban Forest Project.

Objective	Action	Status	Progress comments
	Partner with traditional owners to develop programs that increase awareness of the cultural significance of the land in which we reside	In progress	The City has recently created informational videos with Balladong, Wadjuk Nyungar Representative Barry McGuire and Kangeang/Biblemun woman Belinda Cox. These videos will not only strengthen the community’s understanding of the importance of connection with our natural areas and the cultural significance of sites within the City, but it has also increased staff awareness helping to put this knowledge into practice.
	Promote the benefits of and encourage increases in canopy coverage on private land	Complete	This has been actioned through the engagement for the Local Planning Strategy (‘Building Bayswater’) and various precinct level planning processes. The community has indicated their desire for increased canopy coverage and has advocated for this outcome to their fellow community members.
	Develop a community tree care program for urban streets	Not started	Planned for the 2022/23 financial year (dependent on funding) as the third stage of the AUDRC Urban Forest Project.

Collective Local Biodiversity Strategy Progress Report - May 2021

Purpose and background

The Collective Local Biodiversity Strategy (CLBS) was developed by the EMRC, City of Bayswater, City of Belmont and Town of Bassendean. The focus of the strategy is the protection and effective management of natural areas directly managed by the three local governments. The collective approach enables the consideration of ecological linkages within a broad landscape beyond municipal boundaries.

The strategy was developed by the EMRC with input from a Stakeholder Working Group comprising of environmental staff from all three local governments, representatives from WALGA's Perth Biodiversity Program (PBP), Councillors and community representatives. The development of the strategy was funded jointly by the three local governments and WALGA. The strategy identifies the three local governments collectively as "the Swan River Precinct" in reference to Perth's Eastern Region.

It should be noted that the CLBS was developed at a point when strategic documents were considered to give a broad direction to explore and implement as funding became available, as opposed to the more formal business documents that are developed today.

The CLBS is due to be reviewed. The review is on hold until the completion of the Environment and Liveability Framework. The Environment and Liveability Framework will identify priorities and focus, placing the City in a better position to complete a valuable and thorough evaluation of the CLBS.

An annual progress report is provided for Council and the community via the quarterly Audit and Risk Management Committee (ARMC), the last being presented to the Audit and Risk Management Committee on 12 May 2020, Item 8.6. The ARMC requested additional information and a subsequent progress report was provided to the August 2020 ARMC and OCM, Item 10.5.2.3. This is the second scheduled annual progress report.

Vision

The Collective Local Biodiversity Strategy's vision is that urban biodiversity values are protected, managed and enhanced in the Swan River Precinct of Perth's Eastern Region to enable future generations to experience continued social benefits and ecological services.

Key achievements

At the August 2020 ARMC and OCM Progress Report, the City reported that over the next 12 months, the focus would be on:

- Completion of the Environment and Liveability Framework, with the themes Biodiversity and Bushland Wetland and Natural Areas
- Evaluation and update of CLBS.

The City is currently finalising the first draft of the Environment and Liveability Framework. This Framework has been developed through a collaborative process utilising the knowledge of local experts and testing this through our internal stakeholders. A first draft will be presented to Council this financial year.

Table 1 below has individual updates on each CLBS action item.

COVID-19 implications

As a result of the COVID-19 restrictions, delays have occurred in the development of the Framework. Meetings with experts and community workshops had to be postponed. With the easing of restrictions new meetings and workshops were able to be planned. The community workshop however needed to be restricted to 20 participants, plus staff members.

Priorities going forward

If Council approves the draft Environment and Liveability Framework then a 5 year implementation plan will need to be developed and brought to Council. Once approved, the draft Framework will be published for public consultation.

Table 1: Collective Local Biodiversity Strategy Action Plan progress

The following table outlines the progress the City as a whole has made against each action. It should be noted that progress and comments against actions are to be considered holistically as progress towards the vision and intent of the strategy but not driven solely by it.

Strategy	Action	Status	Progress comments
Increasing Protection of Existing Bushland Reserves	Increase the protection status of reserves by changing the vesting purpose to 'conservation' or similar.	In progress	This is identified as a short-term action in the City's Draft Local Planning Strategy and will occur as a part of the Town Planning Scheme review.
	Increase the protection status of reserves by amending the zoning of the Metropolitan Region Scheme.	In progress	The City considers reserves on a case-by-case basis and where appropriate will request the Western Australian Planning Commission initiate an amendment to the MRS. Most recently, this occurred in the Eric Singleton/ Gobba Lake area.
Improved Reserve Management	Formation of a Reserves Liaison Group within Council to coordinate management of reserves.	Complete	This group was disbanded, as it was understood that the officer time provided better value in achieving on-ground outcomes and supporting works.
	Develop a Reserves Action Plan to guide the management of all Council reserves.	In Progress	Reserve Action Plans are being developed for most bushlands in the City. Management Plans for Samphire Reserve and Berringa Park have been finalised in the last year.
	Conduct periodic reassessments of reserves to monitor their condition	In progress	Ongoing as part of reserve action plans
Strategic Acquisition of Lands	Acquisition of reserves via DPI purchase of land privately owned along key foreshores and incorporation into reserve system.	In progress	Opportunities to strategically acquire reserves are considered as they arise. E.g. Purchase of wetland adjacent to Eric Singleton Bird Sanctuary in 2017.

Strategy	Action	Status	Progress comments
Utilisation of the Current Local Planning Scheme and other Council documents	Encourage the correct use of current Local Planning Schemes and other Council documents which create benefits to biodiversity	In progress	The City is currently reviewing its Town Planning Scheme. The review will ensure new land use categories such as <i>Environmental Conservation</i> are incorporated into the scheme.
Policy Development	Develop a Local Planning Policy for biodiversity conservation.	Complete	The following policy documents have been implemented: <ul style="list-style-type: none"> • Landscaping Policy • Landscaping Guidelines • Urban Tree Policy • Urban Forest Policy • Morley Structure Plan • Trees on Private Land and Street Verge policy A Draft Significant Tree Register Policy, and Associated Guidelines has been developed was presented to the April Policy Review and Development Committee meeting, this will now progress to the May Ordinary Council Meeting.
	Develop a Native Vegetation in Reserves Policy.	Completed	The Urban Tree Policy was adopted by Council in April 2019.
Private Land Conservation	Introduce a 'Plants to Residents' program providing locally endemic species to residents at a subsidised cost.	Complete	This program has been increased this year from 6,500 plants to 8,000 plants to allow more residents to have access to locally endemic species at a subsidised cost.

Strategy	Action	Status	Progress comments
Education Programs	Ensure adequate education and awareness of biodiversity issues within both Council and the wider community.	Complete	This has been delivered through several programs including: <ul style="list-style-type: none"> • Environmental Friends groups support • School education activities • Great Gardens workshops • Wildlife carers workshops • Waterwise Verge Rebate Program.
	Council staff undergo training in components of the Collective Local Biodiversity Strategy relevant to their role.	In progress	Last year staff members received training in handling different animal species found in the City's reserves.
Investigate Partnerships	Investigate opportunities for partnerships with other government departments and organisations to enhance biodiversity.	In progress	The City partners closely with Water Corporation to access grant funding from their Waterwise Greening Scheme. It also partners with the Department of Biodiversity, Conservation and Attractions (DBCA), and with Perth NRM in terms of river restoration.
Actions to reduce threats to biodiversity	Ensure locally endemic species are utilised in Council landscaping	In progress	The City is increasingly using endemic species in landscaping.
	Ensure ongoing weed control within reserves and include weed control as a major component of the Reserves Action Plan	Complete	Incorporated as part of Reserve Management Plans.
	Develop a Weed Control Strategy.	Complete	Incorporated as part of Reserve Management Plans. Contract issued for natural area maintenance that includes weed control.

Strategy	Action	Status	Progress comments
	Collect local provenance seed for use in revegetation projects.	In progress	Ongoing where feasible. This year the City has undertaken the collection of viable seed from significant and isolated remnant trees within the City. These tree species include endemic species such as Pricklybark/Coastal Blackbutt, Marri, Jarrah and various Banksia. The seeds that are collected will be propagated to produce local provenance tubestock for planting within the City's parks and reserves.
	Enhance natural areas within regional and local linkages by minimising threats to biodiversity and the revegetation of reserves.	In progress	Ongoing restoration of environmental areas.
	Introduction of GIS software as a management tool including regular updates of the layers in use.	Complete	The City has implemented a Natural Area GIS layer.
	Enhance natural areas within regional and local linkages by minimising threats to biodiversity and the revegetation of reserves.	On hold	Not currently a priority
	Introduction of GIS software as a management tool including regular updates of the layers in use.	On hold	Not currently a priority
	Support the habitat project through the implementation of the Swan Helena Management Framework	On hold	Not currently a priority
	Introduction of GPS/PDA systems allowing for immediate download of field data into GIS.	On hold	Not currently a priority

Strategy	Action	Status	Progress comments
	Support the introduction of the CarbonSMART program or similar.	In progress	As part of the Environment and Liveability framework development, the City is currently investigating whether Climate Clever is a tool that could assist the community in bringing their emissions down
	Identification of KPIs for Action Plan implementation	On hold	Not currently a priority
	Preparation and consideration of a report on the implementation and progress of High Priority actions.	On hold	Action superseded by this reporting structure.
Resourcing actions	Develop Councils' environmental service through the employment of (or increased working hours) a Bushcare Officer.	Complete	The City's Natural Area Management coordinator has bushland in the position's responsibilities.
	Develop Councils' environmental service through the employment of an Environmental Planner.	On hold	Not currently a priority
	Investigate the feasibility of introducing an environmental levy to raise funds for environmental programs.	On hold	Not currently a priority
	Submit grant applications for biodiversity projects as a Local Government or in partnership with community groups.	In progress	Ongoing as opportunities arise. This year the City has been successful in grant applications for: <ul style="list-style-type: none"> • Waterwise Greening Scheme (Water Corporation) • 2 SALP Grants (Perth NRM) • CEP Grant (Federal) • 2 Rivercare Grants (DBCA). The City has also recently put another grant application in for implementation of the Urban Forest Strategy and is preparing an application for a River Bank Grant and Community Collaboration Grant. All of these are in support of biodiversity projects.

Waterwise Bayswater 2020 to 2030 Progress Report - May 2021

Purpose and background

In a waterwise city, urban areas can exploit the synergies between local water management and urban greening while creating resilient and liveable neighbourhoods. This is achieved by strengthening governance arrangements, building community capital and investing in multifunctional adaptive infrastructure. This is complimented by the provision of high quality and connected open spaces, protecting and enhancing the ecological values of the urban landscape, providing a diversity of water supply options and recreating a more natural water cycle that restores soil moisture and recharges the groundwater, while reducing stormwater runoff (Water Sensitive Cities Benchmarking and Assessment: City of Bayswater, 2019).

Waterwise Bayswater 2020 to 2030 (WB) identifies key short and long term strategies and actions to be implemented, in collaboration with key stakeholders to achieve a waterwise Bayswater. The plan provides an update to the Bayswater Brook Action Plan and builds on actions undertaken by the City in partnership with key stakeholders to date.

The plan is consistent with the intent of the State Government's Waterwise Perth Action Plan (2019) and provides a framework for ongoing collaboration within and between organisations, optimising the delivery of shared values, objectives and outcomes.

WB complements the implementation of the City's draft Environment and Liveability Framework. It provides detail and guidance in the management of the water cycle and creation of a Waterwise City.

Council adopted the plan in April 2020. WB is available on the City's website.

Vision

A waterwise city is cool, liveable, green and sustainable, a place where people want to live, work and spend their time. It is a city where communities care about and value water, while making best use of its various sources (groundwater, surface water, stormwater, seawater and wastewater).

The City serves as a catchment and provides healthy natural environments, supporting a range of social, ecological and economic benefits.

The vision for Waterwise Bayswater is working together to care for the water source that give life to our river, green places and the community.

Key achievements

Since the adoption of Waterwise Bayswater 2020 to 2030, the City has made the following achievements:

- Re-endorsed as a Gold Waterwise Council
- Completed the 'Bayswater 2019 Foreshore Inspection & 10 Year Priority Plan'
- Collaborated with local Aboriginal representatives on a film about Lightning Park Bushland that reached over 19,124 people on Facebook, with 693 likes, comments or

shares

- Completed a foreshore protection project at Clarkson Reserve
- Reached a project funding agreement with the Water Corporation for concept designs for Bowden Street compensating basin and Rudloc Street compensating basin
- Undertaking removal of sediment from Eric Singleton Bird Sanctuary sediment basin.

Table 5 below has individual updates on each Waterwise Bayswater action item.

COVID-19 implications

The Department of Biodiversity, Conservation and Attractions (DBCA) halted part funding for the Catchment Management Officer position for six months during 2020. This has impacted the implementation of Waterwise Bayswater actions

Priorities going forward

Going forward, the City's priorities for WB are to:

- Commence construction of Nora Hughes Living Stream
- Develop concept design for Bowden Street compensating basin and Rudloc Street compensating basin, and continue to deliver a pipeline of projects to improve functionality, biodiversity and amenity for drainage infrastructure
- Continue working through priorities in the 10 year Foreshore Priority Plan, namely Tranby House Foreshore and Hinds Reserve
- Implement continuing actions after the delivery of the Environment and Liveability Framework.

Waterwise Bayswater Implementation Plan progress

Actions are proposed which the City can implement to achieve the vision for Waterwise Bayswater 2020 to 2030. A timeframe and level of priority is identified for each action. Responsibility for implementation of each action is allocated to a specific business unit within the City, who will be required to consider the relevant action in setting its annual budget and providing input into the Integrated Planning and Reporting Framework.

The timeframe reflects the suggested timeframe in which the action should be implemented while the priority reflects the importance of the action in contributing to the overall aim of the strategy. The priority and timeframe should be considered together; actions which are of low priority but have a short timeframe may represent some early achievements in the strategy's implementation. Actions that are of high priority may require a long timeframe due to the complexity of the action. These identified timeframes and priority levels should be considered indicative only and should not hinder an action of low priority or long-term timeframe being undertaken if an opportunity should arise.

Tables 1 to 4 provide guidance for interpreting the actions in **Table 5**.

Table 1: Key to timeframe

Timeframe	Actions to be completed
Short term	2020/21 – 2022/23 within Annual Budget or Corporate Business Plan
Medium term	2022/23 – 2025/26 within Corporate Business Plan
Long term	2025/26 – 2030/31 within Long Term Financial Plan
Ongoing	To occur through operations and accounted for in annual operational budget.

Table 2: Key to priority designation

Priority	The approach actions require
High	Of high importance, needs a strong proactive approach, opportunities should be created
Medium	Of medium importance, opportunities should be sought out
Low	Of low importance, opportunities should be undertaken as opportunities arise

Table 3: Key to funding estimation

Priority	Likely order of magnitude costs
High	Over \$100,000
Medium	Between \$50,000 and \$100,000
Low	Under \$50,000

Table 4: Key to funding consideration represented by the colour of the action number

Priority	Funding consideration
	The action can be absorbed into operations and does not require additional budget allocation
	The action is included or forms part of an Action included in the Corporate Business Plan or Annual Budget
	The action is not included in the Corporate Business Plan or Annual Budget and is considered of a high priority. It should be considered for inclusion in next review and may require budget allocation
	The action is to be considered for inclusion in the Long Term Financial Plan and future reviews of the Corporate Business Plan

Table 5: Waterwise Bayswater action plan. Progress against each individual action item.

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments
Theme 1: The Natural Environment						
Priority strategy 1: Build on the existing mechanisms for collaboration (established by the Bayswater Brook Action Plan) and continue to align influential champions to build broad support for practices that improve surface water and groundwater health, including management of impacts from the unsewered industrial area						
1.1	Expand the Bayswater Brook Working Group into a Waterwise Bayswater Working Group with representatives from key stakeholders and responsibility for implementation of this strategy	Sustainability and Environment	Short term then ongoing	High	Low	Group created and meeting bi-monthly On hold due to the COVID-19 Pandemic
1.2	Undertake cost benefit analysis of options to reduce environmental impacts from the industrial area (including for sewerage) and develop a business case	Sustainability and Environment	Medium	High	Medium	Cost benefit analysis and business case completed Monitoring industrial area and meeting with Department of Health in June 2021. Draft report on results of monitoring due in May 2021.
1.3	Collaborate with local Aboriginal people to gather water stories and information to assist with the planning and management of the City's environmental assets	Community Development	Ongoing	High	Low	Advice sought on wetland management from local Aboriginal representative Film at Lightning Swamp Bushland with two local Aboriginal representatives Second film at ESBS and riverside to talk about connection to water Liaison with local Nyungar representative on Swan River foreshore projects Preliminary Aboriginal people on the protection and management of the Sawn River foreshore
1.4	Continue to participate in the Water Sensitive Transition Network and Sub-Groups	Sustainability and Environment	Ongoing	High	Low	Attendance at WSTN and Sub-group meetings Attendance was on hold due to the COVID-19 Pandemic, but will attend further meetings City hosting meeting in May 2021

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments
1.5	Continue to support the Drainage for Liveability program	Sustainability and Environment	Ongoing	High	High	Projects agreed and progressed/completed Have conducted site meetings with Drainage for Liveability team to align and agree on project priorities Peters Place completed and progressing well. Currently working on a design for Nora Hughes living stream
Priority strategy 2: Expand monitoring to include groundwater health and develop a program of drainage retrofits, coordinated with asset renewal projects, that increase groundwater recharge and deliver biodiversity and cooling benefits (use vegetation)						
2.1	Expand the monitoring program to include groundwater levels and quality	Sustainability and Environment	Short term then ongoing	High	Medium	Program expanded Annual reporting (ongoing) Community member undertaking groundwater sampling at Lightning Swamp Bushland Currently looking into bacteriological sampling groundwater with Department of Health
2.2	Identify possible drainage retrofit projects across the City and develop a program of implementation	Engineering Services	Short term then ongoing	High	High	Assessment completed and sites prioritized # sites retrofitted Raingarden designs developed for Tourer Court and Maylands Tennis Club
2.3	Develop a methodology for identifying WSUD options that must be applied when undertaking road and car park asset upgrades	Engineering Services	Medium	Medium	Low	Methodology developed and supported by Council Consideration for WSUD has been incorporated into the design process. Officers consider options when preparing road and car park designs and apply the most appropriate methodology.
2.4	Identify foreshore restoration projects	Sustainability and Environment	Medium	Low	Low	Projects described 10 year Foreshore plan completed and priorities identified Works completed at Clarkson Reserve Currently working on concept plans for Tranby and Hinds Reserve
Priority strategy 3: Continue to improve raingarden and living stream designs, incorporating the achievement of multiple outcomes (including tree canopy) and actively share outcomes with broader networks.						

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments	
3.1	Audit existing rain gardens and living streams in the City and document good and bad outcomes including costs of construction and maintenance	Engineering Services	Short term	Medium	Low	Practices and costs documented	Not yet undertaken
3.2	Develop a practice note for (i) tree pits and raingardens and (ii) living streams that documents the design and construction process and key "success factors"	Engineering Services	Medium	Medium	Low	Practice notes completed and supported by Council	Standard designs for rain gardens have been developed.
3.3	Develop a program of installation of roadside raingardens	Engineering Works	Medium then ongoing	Medium	High	Program developed and implementation commenced	Designs completed for two raingardens to be installed in 2021
Theme 2: The environment we create							
Priority strategy 4: Build understanding amongst urban planning, design and development professionals about their role in delivering water outcome							
4.1	Actively promote (through City social media) good design outcomes across the City that reduce/reuse water and/or improve water quality and liveability	Communications and Marketing	Medium then ongoing	Medium	Low	Articles published	Series of Waterwise Gardening films during COVID-19 Pandemic lockdown Promotion of plants to residents program Significant promotion of Peter's Place as an award winning development.
4.2	City staff to attend professional development training in WSUD opportunities and benefits	Development approvals	Short term then ongoing	Low	Low	Staff attendance at training sessions	Not yet undertaken

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments	
4.3	Undertake a Council briefing on the role of water in underpinning the Environment and Liveability outcomes in the City	Sustainability and Environment	Medium	Medium	Low	New Water Ways to deliver 1 hour session for Bayswater Councillors	Undertake after delivery of Environment and Liveability Framework
4.4	Ensure future projects and council reports consider the actions of the Waterwise Bayswater Report.	Sustainability and Environment	Medium	Medium	Low	Council briefing note template revised to include consideration of Waterwise Bayswater	Undertake after delivery of Environment and Liveability Framework
Priority strategy 5: Build capacity of planning, design, development and water professionals to create pathways for scoping and implementing solutions that improve urban and built form outcome							
5.1	Prepare simple diagrams that depict WSUD solutions appropriate to low, medium and high density residential and commercial/industrial built forms	Sustainability and Environment	Medium	Medium	Low	Diagrams prepared and supported by Council	Not yet undertaken
5.2	Promote early consultation with the City regarding new development to optimise the delivery of multiple outcomes appropriate to site context	Development Approvals	Short term and ongoing	High	Low	City staff add value to development proposals	Not yet undertaken
5.3	Measure reductions in water use and heat benefits from park and facilities improvements and share information with the community and Council to ensure ongoing support	Parks and Gardens	Medium	Medium	Low	Measurements undertaken and information circulated	Partly undertaken in reporting for the Waterwise Council Report. This included results of leak detection audits. Bores are being metered when replaced

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments	
5.4	Host multi-disciplinary events to showcase exemplar projects that encourage networking and knowledge transfer	Sustainability and Environment	Medium	Low	Event held	Not yet undertaken	
Priority strategy 6: Implement trials and demonstrations of innovative urban and built form solutions that enable learning about how the elements of urban space can be integral parts of water management systems							
6.1	Work with the METRONET team to ensure the Morley, Bayswater and Noranda stations and precincts incorporate WSUD	Sustainability and Environment	Short term	High	Low	Morley station and precinct includes WSUD	Feedback and input provided where possible.
6.2	Support a building demonstration project and instigate an inter-disciplinary planning and co-design processes involving the community and clarify where and how the community can make choices and contribute to solutions.	Strategic Planning and Place	Medium	Medium	Low	Demonstration project identified	Guidance for community input prepared.
6.3	Install alternatives to soakwells in new/upgraded City buildings (e.g. in-ground rain garden, raised wicking bed, buffer strips, rainwater tanks, pervious paving)	Building Works	Medium then ongoing	Medium	Medium	Soakwell alternatives installed	Tanks being considered in new builds
6.4	Release stories showcasing the alternatives including videos on “how to install”.	Communications and Marketing	Medium	Medium	Medium	Videos completed and released	Not yet undertaken
Priority strategy 7: Consolidate and align policy and regulatory tools to strengthen the role of water in delivering quality urban and built form							

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments
7.1 Prepare a local planning policy for new development that describes outcomes and requirements for WSUD solutions appropriate to difference scales and site context.	Strategic Planning and Place	Medium	High	Low	Local Planning Policy prepared and supported by Council	Not yet undertaken
7.2 Prepare a procedure for City capital works (roads, buildings, parks) that integrates the consideration of water with other objectives	Project Services	Medium	High	Low	Procedure completed and supported by Council	Not yet undertaken
7.3 Initiate a life cycle costing data base to enable improved planning for maintenance of drainage assets, fit-for-purpose water supply infrastructure and other WSUD assets	Asset and Mapping Services	Medium then ongoing	Medium	Low	Database created and populated with information	Not yet undertaken
Theme 3: Living in the environment						
Priority strategy 8: Develop a narrative to increase community understanding of water's role in liveability outcomes beyond water efficiency including an emphasis on shared responsibility						
8.1 Support State Government education of waterwise practices by including articles and links in social media and the City's website	Communications and Marketing	Short term and ongoing	Medium	Low	Articles on City's website	Not yet undertaken
8.2 Consider establishing local water awards for builders, businesses and homeowners	Communications and Marketing	Long term then ongoing	Low	Low	Awards established and call for nominations released	Not yet undertaken

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments	
8.3	Identify local natural areas where some management could be undertaken by the community and facilitate action by locals	Sustainability and Environment	Medium then ongoing	Medium	Low	Areas identified and management agreed with Group	Currently 10 Friends of groups that help manage natural areas Working on creating one for Arbor Park as part of the "Our Park, Our Place" project
8.4	Ensure strong water narrative is included in activities associated with delivery of the City's Urban Forest Strategy	Sustainability and Environment	Short term and ongoing	Medium	Low	Urban Forest Strategy specifically references Waterwise Bayswater and co-delivery	This action will be considered as part of the high level review of the Urban Forest Strategy. Where possible, the strategy should provide focus on native and waterwise trees.
8.5	Consider ways to actively promote and increase uptake of fit-for-purpose alternative water supply options, both with residents and in City-owned/operated assets.	Sustainability and Environment	Long term and ongoing	Medium	High	Systems promoted	Not yet undertaken
Priority strategy 9: Enhance existing platforms for connecting to enable the sharing of ideas about localised solutions and the role of the community							
9.1	Use the City's website to report on targets for City water use – community, City parks and City buildings	Communications and Marketing	Short term and ongoing	Low	Low	Information on website	Not yet undertaken
9.2	Engage with the community regarding use and function of the foreshore through preparation of a Foreshore Management Plan for the Swan River foreshore.	Sustainability and Environment	Long term	Medium	Medium	Foreshore management plan completed and supported by DBCA and Council	The City has completed Bayswater 2019 Foreshore Inspection and 10 year Priority Plan. Engagement is conducted for appropriate sites as part of the plan implementation.

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments	
9.3	Continue to support programs such as the Phosphorus Awareness Project, the Fertilise Wise Project and garden education programs to address behaviour change towards fertiliser use, water efficiency and the use of appropriate soil amendments.	Community Development	Ongoing	Medium	Low	Program activities maintained annually	Ongoing
Priority strategy 10: Gather knowledge about the City's water balance to identify different source/supply opportunities including reuse							
10.1	Quantify use of rainwater, scheme water and groundwater, production of wastewater and generation of stormwater/export of groundwater spatially	Sustainability and Environment	Short term	Medium	Low	Annual volumes estimated	Annual volumes reported on thorough the annual Water Efficiency Action Plan
10.2	Identify options for reuse spatially and quantify likely available volumes	Sustainability and Environment	Medium	Medium	Low	Options quantified	Currently exploring options.
10.3	Develop a protocol for retrofit of City buildings that includes improvements to water efficiency, water reuse, stormwater capture and treatment and establishment of green infrastructure.	Building Works	Short term	Medium	Low	Protocol developed and supported by Council	Water audits undertaken at top water using City facilities. Any unusual water consumption is flagged and repaired. Upgrade to Maylands Waterland will include better water efficiency.

Action	Responsibility	Timing	Priority	Indicative annual cost	Indicators	Progress comments	
10.4	Develop a program of building and facilities upgrades.	Building Works	Medium then ongoing	Medium	Low	Program developed and implementation commenced	All toilet facility upgrades are scoped to include a minimum 4 star WELS rated sanity fixtures and fittings Waste meters have been installed at all water outlets at Bayswater Waves Aquatic Centre. Meters have been connected to Building Management System to indicate trends, highlight major water losses and provide statistics to Water Corporation
Priority strategy 11: Develop guidance to empower actions by individual businesses and homeowners							
11.1	Increase availability and access to waterwise plants and trees by working with nursery and landscape industry – scope ideas and develop options	Sustainability and Environment	Long term	Low	Low	Options scoped	CoB annually funds the Plants to resident program
11.2	Develop brochure to demonstrate the value and process for downpipe diversions and raingardens	Sustainability and Environment	Medium	Medium	Low	Brochure developed and supported by Council	Not yet undertaken
11.3	Develop additional material for the Light Industry Program that shows costs and benefits of better stormwater and water (re)use practices.	Environmental Health	Medium	Medium	Low	Cost benefit information obtained and material incorporated into Program	Not yet undertaken
11.4	Actively promote and consider rebates for grey water systems and rainwater tanks	Financial Services and Water Corporation	Long term	Low	High	Information on website Rebates established	Not yet undertaken

8.5 Corporate Business Plan Progress Report - FY2020/21 Quarter Ended 31 March 2021

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Executive/Strategic Information Purposes
Voting Requirement:	Simple Majority
Attachments:	1. Corporate Business Plan 2019-23 Progress Report [10NM] [8.5.1 - 8 pages]
Refer:	Item 10.4.5: OCM 11.06.2019

SUMMARY

This report presents a progress update on action items contained within the City’s Corporate Business Plan 2019-23. This is the third quarterly report for the financial year 2020/21.

OFFICER'S RECOMMENDATION

That Council notes the Corporate Business Plan 2019-23 Progress Report for the quarter ended 31 March 2021, as outlined in Attachment 1.

BACKGROUND

Section 5.56 of the Local Government Act 1995 requires all local governments to effectively plan for the future. The components of this plan are contained in the Integrated Planning and Reporting Framework (IPRF) and include the Strategic Community Plan, the Corporate Business Plan and the Annual Budget. The intent of the framework is to ensure the priorities and services provided by the City are aligned with community vision, needs and aspirations.

A minor review of both plans was completed in 2019, and Council adopted the Corporate Business Plan 2019-23 on 11 June 2019. The updated plan sets out 34 actions aligned with the Strategic Community Plan 2017-2027. This report presents the third progress report for the financial year 2020/21.

EXTERNAL CONSULTATION

No external consultation was undertaken in relation to this matter.

OFFICER'S COMMENTS

Nine actions have been completed to date. A further 22 are on-track for targeted completion, and one has not yet commenced. Two actions have been reported as off track for this quarter.

Impact of COVID-19 Pandemic

The COVID-19 pandemic has had varying impact on the City’s services and projects. In most cases, progress has been delayed or postponed due to business continuity needs, service disruption and/or recovery efforts. The City continues to work to mitigate these effects and the operational and community impacts of the pandemic.

Complete

No additional actions were completed this quarter.

On Track

Of the 22 actions that are on track this quarter, the following are of note.

Action	Target	Comments
C1.2.1 Develop and implement a Community Recreation Plan.	FY2022/23	Community engagement was completed in March 2021 and feedback is currently being analysed before a draft is prepared.
N2.1.1 Review waste collection practices, investigate and implement alternative waste treatment technologies, including Food Organics and Garden Organics (FOGO).	FY2022/23	The City's FOGO collection commenced on 22 March 2021.
B3.2.1 Facilitate the development of shopping precincts.	FY2022/23	Engagement with local business in the Bedford shopping precincts has begun. The City's aims to work with one of the precincts before June to develop an implementation plan.
E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	FY2020/21	Branding and marketing plans for the town centres were prepared during this quarter and subsequently adopted by Council in the following quarter at the April OCM.
L2.2.1, Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	FY2022/23	A review of the Community Engagement Framework is also underway. A community survey has been completed to gather insight about community preferences for receiving information and engaging with the City.

Not Started

Work on the following action has not yet commenced.

Action	Target	Comments
B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.	FY2021/22	In accordance with the Corporate Business Plan, this will commence in 2021/22.

Off Track

The below two actions have been reported as off track. As previously reported, action B1.1.1 does not have a budget allocation in 2020/21.

Action	Target	Comments
B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	2020/21	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the 2020/21 annual budget. The project will be resubmitted for consideration as part of the 2021/22 budget process.
L2.1.2 Undertake a community perception survey every two years.	FY2020/21	This action has been delayed due to the demands of other projects, including the review of the Strategic Community Plan. A request for quotation for a consultant to undertake the survey is being prepared.

It is noted that not allocating funding for the Morley Streetscape implementation in 2020/21 presents a risk to strategic direction with strategic plans for the area not being delivered. In addition, the City faces a reputation and community and stakeholder risk by not delivering, as the community is aware of the plan and now expects it to be delivered. Funding for delivery of this strategy will be considered in the 2021/22 budget.

LEGISLATIVE COMPLIANCE

The Local Government Act 1995 requires that a local government creates a plan for the future of the district and that the local government reports on progress towards achieving this plan.

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Officer’s Recommendation	That Council notes the Corporate Business Plan 2019-23 Progress Report for the quarter ended 31 March 2021, as outlined in <u>Attachment 1</u> to this report.	
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Low
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
Conclusion	Noting this status update presents low risk and reduces risk long term by keeping Council informed of progress against the Corporate Business Plan 2019-23.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.

CONCLUSION

This report provides Council with the opportunity to receive the progress report on actions identified in the Corporate Business Plan 2019-23 for the quarter ended 31 March 2021. Generally, progress against the plan is on track, with full disclosure made of any exceptions. The COVID-19 pandemic continues to impact the progress of several actions, and is expected to continue to impact for the remainder of the financial year 2020/21.



Corporate Business Plan 2019-23

Progress Report - 1 January 2021 to 31 March 2021

Following is an update for the actions set out in the City of Bayswater Corporate Business Plan 2019-2023 for the period of 1 January 2021 to 31 March 2021

At a glance...



OUR COMMUNITY

Aspiration: An active and engaged community.
Strategies: C1 A strong sense of community through the provision of quality services and facilities.
 C2 Accessible services that recognise diversity.



On track (4)
 Off track (0)
 Not started (0)
 Complete (5)



OUR NATURAL ENVIRONMENT

Aspiration: A quality and connected built environment.
Strategies: N1 Natural environment and biodiversity that are conserved and protected.
 N2 A resilient community that responds to sustainability challenges.



On track (3)
 Off track (0)
 Not started (0)
 Complete (0)



OUR BUILT ENVIRONMENT

Aspiration: An active and engaged community.
Strategies: B1 Appealing streetscapes.
 B2 A connected community with sustainable and well maintained transport.
 B3 Quality built environment.



On track (6)
 Off track (1)
 Not started (1)
 Complete (2)

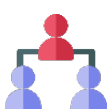


OUR LOCAL ECONOMY

Aspiration: An active and engaged community.
Strategies: E1 Support initiatives for local business.
 E2 Active and engaging town and city



On track (4)
 Off track (0)
 Not started (0)
 Complete (0)



LEADERSHIP & GOVERNANCE

Aspiration: An active and engaged community.
Strategies: L1 Accountable and good governance.
 L2 Proactively communicates and consults.
 L3 Strong stewardship and leadership.



On track (5)
 Off track (1)
 Not started (0)
 Complete (2)



Aspiration: An active and engaged community.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments	
			19/20	20/21	21/22	22/23			
C1 A strong sense of community through the provision of quality services and facilities.	C1.1 Plan and provide a range of community facilities and services to meet current and future needs.	C1.1.1 Implement the approved future option for the Maylands Waterland site.	●	●	●	●	On Track	Site demolition is progressing through March and April 2021. The construction tender has been advertised, with submissions due in late April 2021.	
		C1.1.2 Implement a library services strategy.	●	●	●	●	Complete	A report on the recommended actions from the Library Services Strategy, including actions that have been or will be delivered, was provided to ELT in December 2020. Supported actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.	
		C1.1.3 Investigate possible locations for permanent event stage structures within the City's Regional reserves.	●	●			Complete	In August 2020, Council resolved not to progress a community event stage.	
	C1.2 Deliver community programs that encourage community interaction and participation.		C1.2.1 Develop and implement a Community Recreation Plan.	●	●	●	●	On Track	Community engagement was completed in March 2021 and feedback is currently being analysed before a draft is prepared. This action has been delayed by the conflicting COVID-19 priorities and the tender for a new management contract for Morley Sport and Recreation.
			C1.2.2 Deliver and implement a youth plan.	●	●	●	●	Complete	The City's Youth Action Plan, The Platform, was adopted by Council at the OCM 3 September 2019. The Plan is now available on the City's website and was successfully launched to key external stakeholders at The RISE on 4 December 2019. Actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.
			C1.2.3 Develop and implement a Public Health Plan.	●	●	●	●	Complete	The Public Health and Wellbeing Plan was completed and endorsed by Council in June 2019. It was reviewed in July 2020 and a progress report was provided to the Audit and Risk Committee in August 2020. Actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by
			C1.2.4 Develop and implement a Culture Plan.	●	●	●	●	Complete	The City's inaugural Cultural Plan 2019-2024 was adopted by Council at the OCM of 23 July 2019. The Plan was launched to the wider workforce and community in September 2019. Actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.



OUR COMMUNITY

Aspiration: An active and engaged community.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
	C1.3 Deliver a safety service which builds a strong sense of community safety.	C1.3.1 Apply Crime Prevention Through Environmental Design principles in Town Centre developments.	●	●	●	●	On Track	This action is being implemented through numerous projects as part of ongoing operations. A current example is the Bedford North Precinct Plan.
C2 Accessible services that recognise diversity.	C2.1 Ensure the City's services and facilities are accessible and inclusive.	C2.1.1 Review of Aged Care assets.	●	●			On Track	An update briefing was provided to the Aged Care Asset Divestment Committee at the meeting 23 March 2021.



OUR NATURAL ENVIRONMENT

Aspiration: A green and sustainable environment.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
N1 Natural environment and biodiversity that are conserved and protected.	N1.1 Develop and implement management strategies to strengthen the resilience of the environment.	N1.1.1 Develop and implement a City of Bayswater Environmental liveability framework including biodiversity, climate change, and urban forest.	●	●	●	●	On Track	Branch managers have provided feedback on proposed actions. A follow-up meeting will be scheduled with the community experts prior to the action list being presented to ELT and Council.
		N2 A resilient community that responds to sustainability challenges.	N2.1 Provide innovative waste and recycling services to reduce waste and empower the community to do the same.	N2.1.1 Review waste collection practices, investigate and implement alternative waste treatment technologies, including Food Organics and Garden Organics (FOGO).	●	●	●	●
		N2.1.2 Deliver waste education to the community in partnership with other stakeholders.	●	●	●	●	On Track	The City continues to provide waste education through local schools in conjunction with Cleanaway. The City is also working with the EMRC to deliver waste education as part of the FOGO rollout and to undertake a bin tagging program in May 2021, which will help the community in better understanding what can be placed in each bin.



OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B1 Appealing streetscapes.	B1.1 Develop and maintain streetscapes.	B1.1.1 Develop and implement a streetscape upgrade plan for Morley and Bayswater.	●	●			Off Track	Council adopted the Morley Activity Centre Streetscape Plan and Implementation Plan in March 2020. The implementation was not funded in the FY2020/21 budget. The project will be resubmitted for consideration in the FY2021/22 budget. The Bayswater Streetscape Plan will not be prepared by the City now that DevelopmentWA are involved in the Bayswater town centre. The City will work with Development WA and the Public Transport Authority.
		B1.1.2 Develop and implement a streetscape upgrade plan for Noranda.			●		Not Started	In accordance with the Corporate Business Plan, this will commence in 2021/22.
B2 A connected community with sustainable and well maintained transport.	B2.1 Advocate for safe and accessible public transport.	B2.1.1 Partner with the Department of Transport to deliver strategic bicycle routes.	●	●	●	●	On Track	The action plan for 2021 is complete. The City is awaiting grant funding and guidelines following a successful application for grant funding from the Department of Transport to commence a review of the Bike Plan. Provision has been made in the draft FY2021/22 budget for matching funds.
		B2.1.2 Complete and implement a City wide Local Area Traffic Management Study.	●	●	●	●	Complete	The study was complete and endorsed by Council in 2018. The Citywide Traffic Management Implementation Plan was adopted by Council in March 2019. Actions will be implemented as part of ongoing operations. Outcomes will be reported annually as prescribed by action L3.1.3.
		B2.1.3 Develop remaining Parking Management Strategies for Town Centres.	●	●	●	●	On Track	Parking Management Strategies for the Bayswater, Maylands and Morley town centres have been developed. Parking management for the Noranda town centre will be included in the Precinct Structure Plan (see B3.1.1 below).
		B2.1.4 Investigate a pedestrian friendly shared place in the Bayswater Town Centre.	●	●	●	●	On Track	Will be implemented with DevelopmentWA and PTA in the redevelopment of the Bayswater Station and the surrounding precinct. The City will seek to influence the detailed road and public realm design of these two agencies.



OUR BUILT ENVIRONMENT

Aspiration: A quality and connected built environment.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
B3 Quality built environment.	B3.1 Develop plans, policies and guidelines for quality built form.	B3.1.1 Prepare a Structure Plan and built form policies for each town centre - Maylands, Morley, Noranda and Bayswater.	●	●	●	●	On Track	The City has requested a budget allocation for FY2021/22 to develop a Precinct Structure Plan for the Noranda Town Centre. The Bayswater Structure plan was endorsed by the WAPC in January 2021, and will now be implemented by Development WA. Structure Plans have previously been approved for Maylands and Morley.
		B3.1.2 Develop and implement a Local Planning Strategy and develop a new town planning scheme.	●	●	●	●	On Track	The Department of Planning, Lands and Heritage provided comment on the draft Local Planning Strategy in the previous quarter. The City is working with the Department to update the document to accommodate the feedback. It is intended that the document will be advertised in mid 2021.
		B3.1.3 Review and implement the Municipal Heritage Inventory and associated processes.	●	●	●	●	Complete	The Local Heritage Survey was adopted at the OCM 12 February 2020. The document has been finalised and is available on the City's website.
	B3.2 Facilitate the development of activity nodes.	B3.2.1 Facilitate the development of shopping precincts.	●	●	●	●	On Track	Engagement with local business in the Bedford shopping precincts has begun. The City's aims to work with one of the precincts before June to develop an implementation plan.



OUR LOCAL ECONOMY

Aspiration: A business and employment destination.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments	
			19/20	20/21	21/22	22/23			
E1 Support initiatives for local business.	E1.1 Implement initiatives that support business growth.	E1.1.1 Create precinct marketing plans that itemise the qualities of the town centres and transmits them to the public.	●	●			On Track	Branding and marketing plans for the town centres have been prepared and are expected to be presented to Council during the next quarter.	
E2 Active and engaging town and city centres.	E2.1 Increase public amenity in town and city centres to enhance community interaction and public safety.	E2.1.1 Strengthen the Morley City Centre as a pedestrian friendly environment to meet the requirements of a Strategic Metropolitan Centre.	●	●	●	●	On Track	Following adoption of the final Morley Streetscape plan in March 2020, funding for the implementation of the plan was not allocated in the City's FY2020/21 budget. The project will be resubmitted for consideration in the FY2021/22 budget.	
		E2.1.2 Implement Town Centre Activation Plans.		●	●	●	●	On Track	The City's Place Managers are implementing a number of COVID-19 recovery stimulus projects, including: - A shade structure and other works at Bert Wright Park - A changeable sign at Bert Wright park - Removal of planter boxes on Eighth Avenue - The Morley Library Pocket Park - Additional infrastructure at the Noranda Nook
		E2.1.3 Develop and implement a Public Art Strategic Plan.	●	●				On Track	This project was not funded in the FY2020/21 budget. The City is currently investigating other local governments' Art Strategies to determine if there is an option to develop the strategy without a budget allocation.



LEADERSHIP & GOVERNANCE

Aspiration: Open, accountable and responsive service.

1 January 2021 to 31 March 2021

Outcomes	Strategies	Actions	Timeframes				Status	Comments
			19/20	20/21	21/22	22/23		
L1 Accountable and good governance.	L1.1 Ensure policies, procedures and practices are effective.	L1.1.1 Investigate opportunities to simplify processes and reduce red tape in all areas of the City's business.	●	●	●	●	On Track	The City is implementing a new minutes and agenda software that will save staff time and streamline the agenda and minutes process. The software was launched in March and is being gradually rolled out.
	L1.2 Deliver long term financial planning.	L1.2.1 Develop a land asset disposal and acquisition strategy and program, including review of use.	●	●			Complete	Council adopted the Land Acquisition and Disposal Strategy and associated Policy at the OCM 23 June 2020.
L2 Proactively communicates and consults.	L2.1 Communicate and engage with the community.	L2.1.1 Develop a public relations and marketing strategy, including online and social media.	●	●			On Track	The Marketing and Communications Strategy action was replaced with a Strategic Communications Strategy and Social Media Strategy. Both strategies are being reported on at a branch level and are in draft form.
		L2.1.2 Undertake a community perception survey every two years.		●		●	Off Track	This action has been delayed due to the demands of other projects, including the review of the Strategic Community Plan. A request for quotation for a consultant to undertake the survey is being prepared.
	L2.2 Provide quality customer services to the community.	L2.2.1 Develop, review and implement processes and corporate systems to be more responsive to community needs and contemporary customer interaction.	●	●	●	●	On Track	The City continues to develop content for the new Knowledge Management System, LivePro, to improve the customer experience. A review of the Community Engagement Framework is also underway. A community survey has been completed to gather insight about community preferences for receiving information and engaging with the City.
L3 Strong stewardship and leadership	L3.1 Provide Council with information and support to enable informed decision making.	L3.1.1 Co-ordinate ongoing training programs for elected members.	●	●	●	●	On Track	Coordination of Councillor training programs is provided as required and updated upon request.
		L3.1.2 Undertake annual staff satisfaction surveys.	●	●	●	●	Complete	The FY2020/21 survey was completed as part of the City's COVID-19 staff survey. Work for the FY2021/22 survey will commence in late 2021.
		L3.1.3 Provide an annual report on the implementation of approved strategies.	●	●	●	●	On Track	A Corporate Strategy Report was presented to the Audit and Risk Management Committee during February 2021. This report was the first to see a group of strategies being reported on for the second time. The report was received well by the Committee, who appear to be receiving the reports well. The reports keep the Committee and Council informed of how the City is progressing against adopted strategies.

8.6 Insurance Assurance Report

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Insurance Claims Statistics 1 October 2019 to 31 March 2021 [8.6.1 - 2 pages] 2. CONFIDENTIAL REDACTED - City of Bayswater Workers Compensation Statistics 1 October 2019 to 31 March 2021 [8.6.2 - 1 page]
Refer:	Item 8.3: ARMC 10.11.20

Confidential Attachment(s) in accordance with Section 5.23(2) of the Local Government Act 1995 (WA):

REASON FOR CONFIDENTIALITY

- (f) a matter that if disclosed, could be reasonably expected to —
- (ii) endanger the security of the local government’s property;

SUMMARY

To provide Council with pertinent information with regard to insurable risk issues and other relevant insurance portfolio information.

OFFICER'S RECOMMENDATION

That Council notes the recent trends in insurance claims against the City.

BACKGROUND

The role of the Audit and Risk Management Committee (ARMC) is to oversee the City’s systems of Risk Management and Internal Controls. The Committee is also responsible for considering the adequacy and effectiveness of these controls by understanding the process of insurable risks and assessing whether the City has adequate insurance cover for these risks.

This report provides a six-monthly snapshot of insurance claims against the City and provides other pertinent information regarding insurance to provide assurance to the ARMC.

EXTERNAL CONSULTATION

City officers work closely with Local Government Insurance Scheme in relation to the City’s insurable risk profile and renewal terms, and communicate these to the Executive Leadership Team for review on a regular basis.

OFFICER'S COMMENTS

The City classifies claims in relation to source and identifying trends over time. A six-month overview of the City’s claims, along with recent historical claims information is provided in **Confidential Attachment 1** - City of Bayswater General Claims Statistics. The City also holds Workers Compensation (WC) Insurance to cover claims from staff and volunteers. A report showing claims for the last 2 financial years, in comparison to the current financial year to date is provided in **Confidential Attachment 2** - Workers Compensation Claims Statistics.

Financial consequences of claims received do not necessarily occur in the same period as the incident and can be received some time into the future. This is due to nature of insurance claims

whose costs can grow over time or take some time to resolve. As a result, costs associated with the current and previous quarters may change between reports.

Local governments face WC, Public Liability (PL) and Professional Indemnity (PI) risks across a range of operations as they deliver services to their communities. It is therefore incumbent on them to understand sources of risks within their operations, and minimise and transfer risk.

Insurance Renewal

Each year, the City undergoes an insurance renewal process with its insurer LGIS. The annual process involves the City providing up to date information with regard to current services and assets, and selecting options for excess levels and insurable limits. This whole process takes approximately 5 months from February through to June.

Last year the City increased its level of cover with relation to social engineering fraud, commercial crime and cyber liability due to increased threats to the industry in these areas. This year the City is investigating the appropriateness of event insurance for the City’s major events, which would cover the City for costs associated with planning the event should the City be forced to cancel an event due to unforeseen circumstances.

The City is also investigating its WC insurance model this year. The various models for work cover insurance require the City to estimate the cost of WC insurance claims for the following financial year, and make a risk-based budgeting decision. The City can elect to pay a lower premium upfront on the basis that an additional payment will be required should the value of the City’s claims reach a certain predetermined value. Alternately, the City is able to pay a higher premium, receiving a part refund should the value of claims fall below a predetermined level. The City is currently weighing the various options which will be budgeted for accordingly in the 2021-22 Annual Budget.

LEGISLATIVE COMPLIANCE

Not applicable.

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the officer’s recommendation has been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Officer’s Recommendation	That Council notes the recent trends in insurance claims against the City.		
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	
Organisational Health and Safety	Low	Low	
Conclusion	Receiving regular updates on insurable risk, reduces risks to the organisation by supplying Council with current information to support decision making.		

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

Theme: Leadership and Governance

Aspiration: Open, accountable and responsive service.

Outcome L1: Accountable and good governance.

CONCLUSION

Receiving regular updates on insurable risk, reduces risks to the organisation by supplying Council with current information to support decision making.

The City is also undertaking due diligence on its insurance contract through the current renewal process by considering all excess levels and levels of coverage, in addition to reviewing the model of workers compensation insurance.

8.7 Health Local Law Update

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority
Attachments:	<ol style="list-style-type: none"> 1. CONFIDENTIAL REDACTED - Advice from Department of Health [8.7.1 - 3 pages] 2. Attachment 2 Local Law Review Schedule [8.7.2 - 1 page]
Refer:	Item 8.5: ARMC 09.02.2021 Item 10.6.3.5: OCM 23.02.2021

Confidential Attachment(s) in accordance with Section 5.23(2) of the Local Government Act 1995 (WA):

- (e) *a matter that if disclosed, would reveal — where the trade secret or information is held by, or is about, a person other than the local government.*

SUMMARY

This report provides Council with an update from the WA Department of Health on the implementation of the *Public Health Act 2016* and its impact on the review of the City’s Health Local Laws.

OFFICER'S RECOMMENDATION

That Council endorses the timeframe for the review of Local Laws as outlined in Attachment 2 to this report.

BACKGROUND

A report about the City’s Local Law Review Schedule was presented to the February 2021 Audit and Risk Management Committee (ARMC) that was subsequently approved at the February 2021 Ordinary Council Meeting. This report provided a schedule for the next review of each of the City’s local laws, including the Health Local Law.

In discussing the Health Local Law, the report went on to provide further information that the Department of Health had previously advised local governments to hold off reviewing their current associated local laws until the new *Public Health Act 2016* has been implemented and a model local law template has been developed.

During discussion at the ARMC, the question was raised as to whether local governments were expressly prevented from reviewing health local laws or whether it was simply a recommended position from the WA Department of Health. This report provides further information in this regard. The current local law review schedule is provided in the table below.

Local Law Review Schedule:

Name of Local Law	Last Amended	Statutory Review Due Date	Estimated Review Completion Date
Keeping and Control of Cats Local Law	May 2016	June 2024	By December 2021

Name of Local Law	Last Amended	Statutory Review Due Date	Estimated Review Completion Date
Standing Orders Local Law	August 2018	April 2026	By December 2021
Local Government Property Local Law	June 2016	June 2024	By July 2022
Health Local Law	October 2007	August 2015	By December 2022
Parking and Parking Facilities Local Law	May 2016	June 2024	By June 2024
Dogs Local Law	June 2016	June 2024	By June 2024
Fencing and Floodlighting Local Law	April 2019	April 2027	By April 2027
Waste Local Law	January 2021	January 2029	By January 2029
Activities in Thoroughfares and Public Places and Trading Local Law	April 2021	April 2029	By April 2029

EXTERNAL CONSULTATION

The City has requested further information on the review of Local Government health local laws from the Department of Health. Their responses are provided as **Confidential Attachment 1**.

OFFICER'S COMMENTS

Correspondence from the WA Department of Health advises that the final stage (stage 5) of the implementation of the *Public Health Act 2016*, was scheduled to commence in 2021, however it is now expected that this will be delayed until sometime in 2022 as a result of the COVID-19 pandemic.

As part of stage 5 of the *Public Health Act 2016* implementation, the WA Department of Health intends to work with the Department of Local Government, Sport and Cultural Industries and WALGA to provide a new set of model local laws. The process of creating these new model local laws will involve input from local government and it is expected that they will be developed in late 2022 or early 2023.

The WA Department of Health is not expressly preventing local governments from reviewing their health local laws in the meantime; however consideration should be given to the level of priority and need to review this local law at this time, as compared to the review of other local laws.

Further information about the *Public Health Act 2016* review can be found on the Department of Health website, including progress towards the Public Health Act 2016 review program and the associated project timeline.

Review of the following local laws has already commenced in 2021:

- Standing Orders Local law – This will update the local law to align it with recent amendments of the *Local Government Act 1995*; and will bring the local law better in line with current City procedures, making it clearer that deputations can be heard at agenda briefing sessions.
- Cat Local Law – The *Cat Act 2011* is relatively new in comparison to many other pieces of state legislation, this means the area of legislation is fairly dynamic with various Local Governments in Western Australia exercising different provisions in different ways, quite regularly. Since the City introduced the current Cat Local Law in 2016, some other

Local Governments updated their local laws to include areas where cats are prohibited and areas where cats may be required to be restricted to the residence.

City staff are currently working to a schedule with the aim of providing Council the opportunity to have the revised Standing Orders Local Law in place following the October 2021 Local Government election. The Cat Local Law review is a more complex review which will take longer, and will not be in place until later this calendar year. For a review of the Health Local Law to commence now, it would either require additional resources or for one of the current local law reviews to be deferred.

The other consideration to be given to the commencement of a review of the Health Local Law, is the decision about effective use of resources. Conducting a review before stage 5 of the implementation of the *Public Health Act 2016* (and development of model Health Local Laws) could result in the City expending resources and creating a local law that requires another review or amendment a very short time afterwards.

City Officers have been consulted in the writing of this report. Their opinion of the City’s current Health Local Law is that it is still appropriate and is not currently presenting any significant issues for Environmental Health Officers in relation to regulating public health standards within the community. They do not see an urgent need to review the local law prior to stage 5 of the implementation of the *Public Health Act 2016* and development of new model Health Local Laws.

LEGISLATIVE COMPLIANCE

- *Local Government Act 1995*
- *Public Health Act 2016*
- *Health Local Law 2001*

RISK ASSESSMENT

In accordance with the City’s Risk Management Framework, the following options have been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

Option 1	That Council continues to support the current Local Law Review Schedule as provided in this report.		
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction	Moderate	Low	
Reputation	Low	Low	
Governance	Low	Low	
Community and Stakeholder	Moderate	Low	
Financial Management	Low	Low	
Environmental Responsibility	Low	Low	
Service Delivery	Low	Low	
Organisational Health and Safety	Low	Low	
Conclusion	Supporting the current review schedule provides a balance between effective use of resources and maintaining up to date and contemporary local laws.		

Option 2	That Council resolves to alter the current local law review schedule, as determined by Council.		
Risk Category	Adopted Risk Appetite	Risk Assessment Outcome	
Strategic Direction	Moderate	Risk level to be determined dependent upon the changes made to the local law review schedule.	
Reputation	Low		
Governance	Low		
Community and Stakeholder	Moderate		
Financial Management	Low		

Environmental Responsibility	Low	
Service Delivery	Low	
Organisational Health and Safety	Low	
Conclusion	Altering the current review schedule could provide risks in a number of areas. Delaying the Cat Local Law review or delaying other activities could result in an increased risk to strategic direction, reputation and community perception, depending on the work delayed.	

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027 (as amended), the following applies:

- Theme: Leadership and Governance
- Aspiration: Open, accountable and responsive service.
- Outcome L1: Accountable and good governance.

CONCLUSION

While the City is able to conduct a review of the Health Local Laws at this time, it is not considered the most efficient use of City resources given the upcoming development of model Health Local Laws. In addition, consideration would need to be given to allocating resources to this review in lieu of other governance activities.

Attachment 2

Local Law Review Schedule

Name of Local Law	Last Amended	Statutory Review Due Date	Estimated Review Completion Date
Keeping and Control of Cats Local Law	May 2016	June 2024	By December 2021
Standing Orders Local Law	August 2018	April 2026	By December 2021
Local Government Property Local Law	June 2016	June 2024	By July 2022
Health Local Law *	October 2007	August 2015	By December 2022
Parking and Parking Facilities Local Law	May 2016	June 2024	By June 2024
Dogs Local Law	June 2016	June 2024	By June 2024
Fencing and Floodlighting Local Law	April 2019	April 2027	By April 2027
Waste Local Law	January 2021	January 2029	By January 2029
Activities in Thoroughfares and Public Places and Trading Local Law	April 2021	April 2029	By April 2029

* The Health Local Law review will be undertaken following the conclusion of the Public Health Act 2016, when model local laws are made available.

9 PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA

Nil.

10 GENERAL BUSINESS

Nil.

11 BRIEFING NOTES

With a view to reducing red tape and finding efficiency, any reports for the Committee to note only have been circulated separately to the minutes as they became available.

This change will reduce the overall size of the Audit and Risk Management Committee Minutes, thereby reducing the size of the following Ordinary Council Meeting Minutes by eliminating unnecessary reports. The following reports were circulated separately.

Please note that the left-hand side of the table contains hyperlinks to reports:

Ref		
1	OAG – Grants Administration Report	<ul style="list-style-type: none"> • The OAG conducted an audit into grant administration of 8 State government entities • A report was released on 28 Jan 2021, alongside a Better Practice Guide for grants administration • The City is currently conducting a review of its annual community grant program, these documents are providing a valuable resource

12 CONFIDENTIAL ITEMS**12.1 Internal Audit - Leasing**

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority

REASON FOR CONFIDENTIALITY

Item 12.1 Internal Audit - Leasing is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:

- (f) *a matter that if disclosed, could be reasonably expected to —*
 - (ii) *endanger the security of the local government's property;*

OFFICER'S RECOMMENDATION

That the recommendation as contained in the "Confidential Report" be adopted.

12.2 Audit Log

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majorit

REASON FOR CONFIDENTIALITY

Item 12.2 Audit Log is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:

- (f) *a matter that if disclosed, could be reasonably expected to —*
 - (ii) *endanger the security of the local government's property;*

OFFICER'S RECOMMENDATION

That the recommendation as contained in the “Confidential Report” be adopted.

12.3 Application Controls Audit

Responsible Branch:	Information Services
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority

REASON FOR CONFIDENTIALITY

Item 12.3 Application Controls Audit is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:

- (f) *a matter that if disclosed, could be reasonably expected to —*
 - (ii) *endanger the security of the local government's property;*

OFFICER'S RECOMMENDATION

That the recommendation as contained in the "Confidential Report" be adopted.

12.4 2019/20 OAG Annual Information Systems Audit

Responsible Branch:	Governance and Organisational Strategy
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Executive/Strategic
Voting Requirement:	Simple Majority

REASON FOR CONFIDENTIALITY

Item 12.4 2019/20 OAG Annual Information Systems Audit is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:

- (f) a matter that if disclosed, could be reasonably expected to —
 - (ii) endanger the security of the local government’s property;

OFFICER'S RECOMMENDATION

That the recommendation as contained in the “Confidential Report” be adopted.

12.5 Cyber Security Audit

Responsible Branch:	Information Services
Responsible Directorate:	Corporate and Strategy
Authority/Discretion:	Information Purposes
Voting Requirement:	Simple Majority

REASON FOR CONFIDENTIALITY

Item 12.5 Cyber Security Audit is a CONFIDENTIAL REPORT in accordance with section 5.23(2) of the Local Government Act 1995 (WA), which permits the meeting to be closed to the public for the business relating to:

- (f) *a matter that if disclosed, could be reasonably expected to —*
 - (ii) *endanger the security of the local government’s property;*

OFFICER'S RECOMMENDATION

That the recommendation as contained in the “Confidential Report” be adopted.

13 NEXT MEETING

14 CLOSURE